

INTEGRATED DEVELOPMENT PLAN 2014/15



Sedibeng
District
Municipality



idp

INTEGRATED
DEVELOPMENT
PLAN
2014/15



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EXECUTIVE MAYOR'S FOREWORD

EXECUTIVE MAYOR'S FOREWORD:



Cllr: Mahole Simon Mofokeng

The commitment to changing lives continues and this is what our social contract we entered into is all about. Nobody promised us easy ride, and that this journey will be easy but because we share a collective vision that for things to be better, or move forward, then change must be permanent.

The landscape has changed since the last conversation on our binding future plans, important pronouncements have been made regarding what you, the people, mandated us to establish in order to serve and to service you.

In the context of the Municipal Demarcation Board pronouncement and many other strategic inroads or progress arising from your mandate in the last planning cycle, we are back again to seek guidance and your wisdom on how to move forward in putting up building blocks towards consolidated governance in our area.

I welcome you once again the people of Sedibeng. As a tradition, the planning season for and the review of our five year, Integrated Development Plan, the blue-print for our actions as your servants for the year ahead is upon us, where all the stakeholders including communities and organized formations, I would like to urge you, to put your best foot forward in ensuring that, your interests form part of Sedibeng District Municipality's plan for the coming financial year.

This comes few months after the Sedibeng District Municipality received a Clean Audit from the Auditor-General. Integrated Development Plan is the principal planning platform from which all the strategies, priorities, programmes and projects are formulated to take us forward and once again, we are afforded that opportunity to revisit and revise our plans to retrofit to present reality informed by material condition to prepare for future governance model that will best serve and service your needs and aspirations.

Bearing this in mind, the Integrated Development Plan is a quest on the part of your Municipality to give expression to the policy certainty and tradeoffs captured in the National Development Plan. Integrated Development Plan gives concrete expression to the National Development Plan and the second generation Sedibeng Growth and Development Strategy implementation, and thus places the Sedibeng District Municipality on a firmer footing to provide for the aspirations of our people and our communities.

This is our second review of the five year IDP and that framework and mandate you have conferred to us in 2011, principally remain in place, for we are still distinct and independent



municipalities but depending on your guidance during this process of review, we are now compelled to integrated and provide seamless service delivery to you.

This review is important in that it provides you, our stakeholders, communities and various formations, an opportunity of a 'dry run' of our future governance and on the best things yet to come once the process of consolidated governance is completed in 2016.

The people who may have missed this conversation in the past may legitimately ask the question of what is this future governance you have mandated us to put in place? What is meant by the consolidated Governance in a form of Metro entails?

This vision emanated from the proven view that many of the region's apartheid legacy problems, particularly those of a socio-economic nature, will best be tackled by one large and cohesive institutional body and therefore a metropolitan area, better referred to as a metro area or metro, is a region consisting of a densely populated urban core and its less-populated surrounding territories, sharing industry, infrastructure and housing.

A metropolitan area usually comprises multiple jurisdictions and municipalities; neighborhoods, townships and cities. As social, economic and political institutions have changed, metropolitan areas have become key economic and political regions. Metropolitan areas include one or more urban areas, as well as satellite cities and intervening rural areas that are socio-economically tied to the urban core, typically measured by commuting patterns.

In the period under review, we have made strides in key areas and programmes you have mandated us to fulfill during the previous planning cycle and consultations and today I can proudly say that, Sedibeng is and continue to be one of the fastest growing regions in the Gauteng Province. We have attracted lot of investments into our local economy, judging by the level of expansions, investment and development in the region by both Government and private sector.

The Expanded Public Works Programme and Community Works Programmes are in full swing in the region providing our people with interim relief while at the same time people benefit from skills development to increase possibility of employment and self-employment in maintenance work within their communities. Small scale farmers and cooperatives continue to benefit from mechanization programme with tractors and equipment that was distributed to Local Municipalities to support agricultural activities in the region.

SMME and Cooperatives support remains the central pillar towards integrating informal or second economy into mainstream and our procurement practices continue to affirm local entrepreneurs and local partnerships. To this end, we have finalized service level agreement in partnership with Vaal University of Technology and Gauteng Department of Economic development to take forward work on digital manufacturing through Fabrication laboratory and over and above, engaged Gauteng Enterprise Propeller to set up satellite office at Sebokeng campus of VUT next to SEDA for decentralized services for SMMEs and Cooperatives ease of access.



Corridor Developments along R59 and other nodes have become a centre piece of growth and investment as manifested by growing potential of Kliprivier Business Park, Powerville Corridor Development, Bedworthpark centre, Sebokeng and Evaton Mall expansion. The core programme as contained in the GDS remains logistics hub, CBD revitalization, riverfront development, tourism growth and exploration of a number of precincts in Doornkuil, Savannah, riverfront, Civic and land around Vereeniging Fresh Produce Market.

The work on Cultural precinct in Sebokeng around Mphatlalatsane/ Eldorado are at be consolidated with Sport Centre is on course, Boipatong memorial site is near completion awaiting only section of the heritage. The Evaton Renewal has seen upgrade of Sebe, Bodea, milner roads, bulk sewer upgrade, Mafatsane community recreation park. The regional sewer scheme is in implementation and a number of related sanitation works are either on tender or in the implementation while at the same time prioritize increasing capacity in existing works to be able to absorb development in the region.

We are an institution whose hands are on the deck to improve quality of life of its communities, working towards positioning Sedibeng as a SMART CITY built around eGovernance model. Already basic and minimum Information and Communication Technology infrastructure is in place through sizable investment made in the optic fibre. In the coming financial year, we are committing to work towards the development of Regional Economic Framework to realize our socio economic priorities and work towards increasing investment confidence into our region.

We have done work to improve our services and offering to the licensing and plans are afoot to improve security, back office filling system, improved customer relations and improved customer service at those centres including extending office hours, thereby slotting extra service to the public as well as possible decentralization of services

Arcelor Mittal applied for a variation after their plant burnt down and requested a period of three months to use or re-commission old furnaces who would affect air quality in the region to keep their operations going and avoid temporary layoffs. This was granted by Sedibeng District Municipality under very strict conditions they needed to observe including opening up opportunities for SMMEs enterprise development. The situation has returned to normal after the end of that three months we granted and this has highlighted a need for effective monitoring of air quality in the region and working with local industries, we need effective partnership for this shared responsibility of high quality of environment and air space.

The region is increasingly becoming more integrated with the linkages we are creating through the intermodal transport facility at Vereeniging 'Taxido' station which we have recently launched the projects together with the Gauteng Provincial Government and Passenger Rail Agency of South Africa (PRASA). The expansion of R82 road and its corridor development is rolling toward the region having completed the side in Eikenhof towards Walkerville for multipurpose business, residential and mobility use while at the same time explore the means to sustain our investment in the optic fibre project to improve connectivity in the region.



All the above-mentioned successes are indeed your achievements too, for this is what you have instructed us to pursue and implement from the last cycle of planning when we consulted with you and this was achieved because we worked as partners to realize this collective desire of improving quality and standard of living in this region. I will be giving a full report back of our implementation of this ending financial year together with your mandated programmes and priorities emanating from consultation and on-going public participation during the State of the District Address when we adopt reviewed IDP for 2014/15.

It is by no accident or trial and error that, Sedibeng District Municipality has obtained clean audit from the Auditor General built from unqualified audit opinions for the last five financial years in line with operation clean audit 2014. This feat is not just an academic exercise or historical record but it is an achievement that inspire confidence in our systems, our prudence, our accountability but more importantly, this achievement send the right message to investor community about our governance and responsible administration. To this end I want to thank all staff and senior management of this institution for hard work and continuous care and responsibility they assumed to bring us to this milestone achievement.

Once again the platform is opened for you to engage us during this period of review of the IDP, and we look to you as our communities to build on your past successes achieved through the IDP, the opportunity is here again to shape your IDP, your future and your aspiration. Your mandate and your will constitute our mandate as expressed through service delivery to communities. This thrust is pointing direction in which partnerships by various stakeholders and at different levels will emerge; it indicates the streamlining and flowing of both private and public resources in the medium to long term.

We are confident of our future as envisioned by the National Development Plan and we are convinced with our plans anchored on the National Outcomes, our Growth and Development Strategy and the Integrated Development Plan which remain relevant.

This process of public participation and development of Integrated Development Plan review is your platform to take Sedibeng and indeed, I dare say, South Africa Forward building on our twenty years collective successes and achievement. This is experience we cannot throw away or even ignore and rightly so, we are resoundingly proclaiming that ours is a good story to tell and to relate as we march into the second phase of our transition.

We are waiting for, working on and implementing your mandate. We serve you and we are at your service.

Cllr. Mahole Simon Mofokeng

Executive Mayor: Sedibeng District Municipality

OVERVIEW BY THE MUNICIPAL MANAGER

OVERVIEW BY THE MUNICIPAL MANAGER:



Yunus Chamda

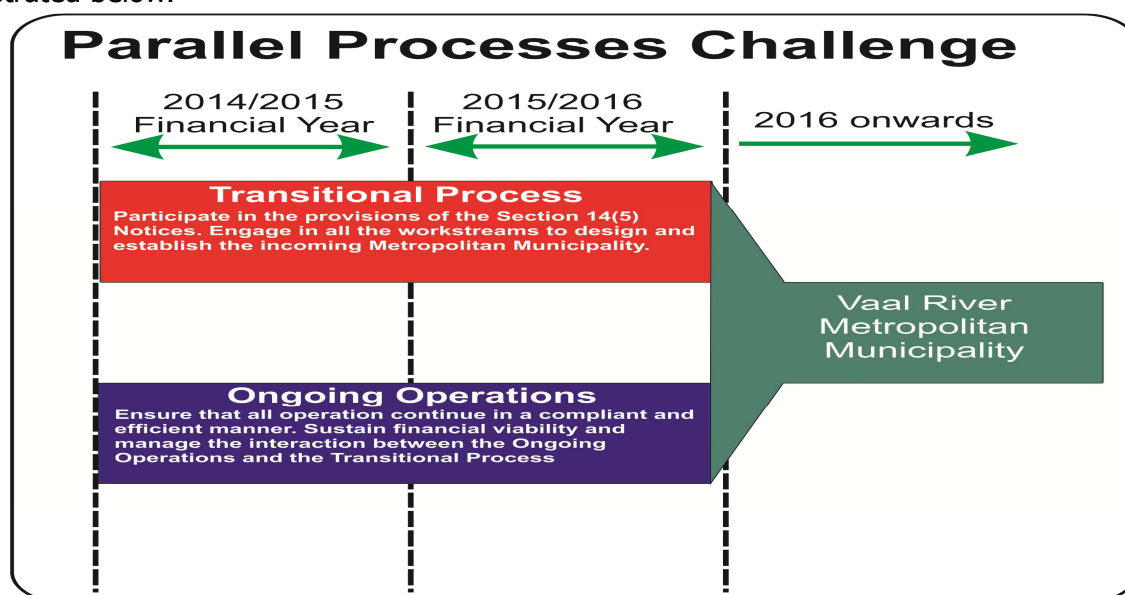
In the previous financial year (2013/2014), the major issues raised in this Overview surrounded three aspects, namely, (1) the preparatory work towards a possible Metro system of governance in the Sedibeng geographic space; (2) The on-going quest to achieve a 'Clean Audit'; and (3) the progress in rolling out the flagship projects of the Sedibeng Growth and Development Strategy.

As we craft the 2014/2015 IDP and Budget, these aspects will once again dominate our work moving forward, but in a distinctly different context.

The framework provided by GDS-02, continues to underpin the work of the Municipality and will continue to do so as we move into the next financial year.

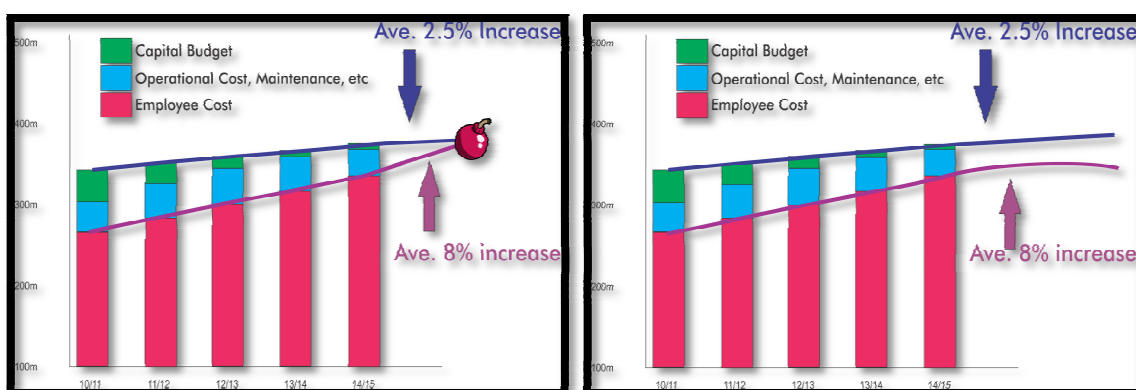
The Strategies and Deliverables will once again be located within the 10 Flagship Projects. However, the implications of the move to a Metro will be kept in mind to ensure maximum alignment over the next two financial years. Examples of this alignment will include; The establishment of the Sedibeng Development Agency will be established to serve the development of an incoming Metro.

The rollout of Fibre Optic to provide connectivity within a geographic space of the current Emfuleni and Midvaal local Municipalities. The Move to a Metro was a Flagship project in its own right and has been achieved ahead of schedule. While the announcement of the Municipal Demarcation Board (MDB) in October 2013, was keenly awaited and joyfully welcomed, the large body of additional work that it imposes on the Municipality cannot be underestimated. This work will run in parallel of the on-going operations of the Sedibeng District Municipality as illustrated below.



Many Senior Managers will be tasked to pay equal attention to both processes, without additional remuneration or allowances to compromise either. The appetite to take on this task is positive and it is expected that most staff members will rise to the challenge. Our IGR (Intergovernmental Relations) will be severely tested in the year ahead. The early signs emanating from the IDP Alignment Lekgotla of 3-4 March 2014 are very positive.

Financially the Sedibeng District Municipality (SDM) continues to be constrained by being almost entirely grant dependant. The gap between the annual increase in the equitable share and the real cost of running the municipality, continues to challenge the Municipality. In the 2014/2015 Financial Year, we will once again be forced to lower the cost curve and continue austerity measures, fill only absolutely critical vacancies and lower the staff numbers.



The little that we do allocate to the Capital Budget, and to Operational Cost must yield good value for money. In human resource terms, which is our biggest cost and biggest 'service', we must improve on productivity. Our ePMS system is working well and was one of the major contributory factors towards our 2013/2014 Clean Audit.

The Clean Audit was a significant achievement by all staff in SDM. While the debates on the validity of the term Clean Audit continues, at SDM we are well aware that it implies that we must not falter on being financially unqualified, on compliance with laws and regulations, on specifying, monitoring and reporting on Performance, and on providing leadership to the institution.

The Chapters ahead will spell out the details of our strategies and deliverables. It will also note the work needed in the transition to a Metro. The 2014/2015 will bring along new challenges in previously unknown territory. We must embrace the challenge with courage and vision. Our political leadership, led by our Executive Mayor, has worked very well with the Administration in ensuring a unity of purpose and we remain positive as we present this 2014/2015 IDP Review.

Yunus Chamda
MUNICIPAL MANAGER

**VISION, MISSION,
STRATEGIC OBJECTIVES
AND VALUES**



Sedibeng District Municipality

VISION

Building towards a developmental Metropolitan River City of choice

MISSION

To promote and sustain Integrated Service Delivery that Enhances and Support the municipality to achieve growth and development for its community

STRATEGIC OBJECTIVES

- To promote efficient and effective Integrated Services that addresses the socio- economic and environmental development imperatives of the Region;
- To Implement Prudent and Cost effective Financial Management and Sustainability;
- To ensure Good Governance and sound management practices; and
- To ensure effective Service Delivery.

VALUES

These values are based on and inclusive of all Batho Pele Principles.

- Integrity;
- Transparency;
- Accountability;
- Service Excellence;
- Trust
- Honesty



CHAPTER 1: INTRODUCTION AND LEGISLATIVE CONTEXT:

This chapter on Introduction and Legislative context seeks to introduce the Integrated Development Plan and the legislative framework that guides the review process. It also includes the comments received from the MEC of Corporative Governance and Traditional Affairs and inputs emanating from the Public Participation processes.

CHAPTER 2: ANALYSIS:

The analysis phase deals with the existing status quo in the municipal area. It is the focused analysis of the type of challenges faced by the communities in the region. These challenges normally climax key issues like basic services, crime, unemployment, etc. The community needs identified are weighed according to their urgency and importance, thus to prioritise them accordingly.

It is pivotal that the municipality understands the causes of the problems and their symptoms in order to make informed decisions on appropriate interventions. Stakeholder and community consultation during this analysis phase is very critical as outcomes give its planning a critical content. It is important to determine the priority issues because the municipality does not have sufficient resources to address all the issues identified in various sectors of the society. Prioritization assists the municipality in allocating the scarce resources to issues highlighted as more important and urgent.

CHAPTER 3: REGINAL SPATIAL DEVELOPMENT FRAMEWORK:

This Chapter on the Spatial Development Framework (SDF) covers key legislative mechanism that addresses the numerous developmental challenges of the District. A number of these challenges considered and interpreted by the SDF include:

- Integrating the urban spatial form created under apartheid to separate townships from economic areas;
- Addressing the services backlogs for the poorest of the poor, etc.

CHAPTER 4: STRATEGIES

Once the municipality understands the challenges affecting the people in the municipal area and their causes, it must then formulate the solutions to address such. This phase includes the formulation of:

- 1) The vision – The vision is a statement indicating the ideal situation the municipality would like to achieve in the long term. This is the status the municipality would be in once it has addressed the problems identified in Phase 1.
- 2) The development objectives – Once the priority issues are identified in Phase 1, they are translated into objectives. Development objectives are statements of what the municipality would like to achieve in the medium term in order to address the issues and



also contribute to the realization of the vision. In other words the objectives should bridge the gap between the current reality and the vision.

- 3) The strategies provide answers to the question of how the municipality will reach its objectives. Thus strategic decisions about the most appropriate ways and means to achieve the set objectives.

CHAPTER 5: SECTOR PLANS AND FLAGSHIP PROJECTS

The first part of this chapter covers the progress made on the implementation of the 10 Flagship Projects as outlined in the Growth and Development Strategy (GDS). Secondly, it highlights the Sector Plans for all Clusters in the municipality and the delivery agenda for the year under review (2014/2015). This Chapter is about the design and specification of projects for implementation. It reflects all programmes and projects to be rolled out in the year under municipal planning.

CHAPTER 6: BUDGET

This section reflects an estimated budget for the 2014/15 financial year. The budget is compiled based on a trend of Socio Economic Analysis in the region and taking into consideration the expected revenue to be realized. A budget ensures that the Sedibeng District Municipality's contractual obligations such as salaries and contracted services are first determined.

It also ensures that the general expenses are reduced in order to obtain a balanced budget where no reserve funds will be utilised for operational and/or capital purposes. This will present a realistic budget to cover annual deliverables as outlined in the sector plans.

CHAPTER 7: MAINSTREAMING

In this section the general deliverables for designated groups namely women, children, youth, people with disabilities, elderly and ex-combatants are outlined. These are guided by various policies of SDM aimed at benefiting the designated groups. These include the following:

- Youth Development Policy;
- Ex – combatant Policy;
- Gender Policy;
- Pro – poor Policy;
- Gender Equity Policy;
- Employment Equity; and
- Disability Policy

CHAPTER 8: ALIGNMENT WITH SPHERES OF GOVERNMENT & SECTORS

This chapter highlights the key Intergovernmental programmes/projects which are jointly planned by the Local and District Municipalities and the Provincial and National Government. It



is critical as it reflects the alignment of these 3 spheres of government towards service delivery.

CHAPTER 09: PERFORMANCE MANAGEMENT

The Performance Management section highlights a direct relationship between planning, reporting, monitoring and evaluation. It demonstrates how SDM plans to manage its performance against predetermined objectives as captured in its Integrated Development Plan (IDP). This chapter showcase a direct alignment and congruent implementation towards outputs as prescribed by SDM's electronic performance management system.

CHAPTER 10: METROPOLITAN SYSTEM OF GOVERNANCE

This chapter reflects a brief background and history of the Sedibeng District Municipality and Local municipalities. It outlines the processes and timelines towards the disestablishment of local municipalities, namely, Emfuleni Local Municipality and Midvaal Local Municipality, as well as the Sedibeng District Municipality. Finally shares the current and future phases towards the establishment of one united and seamless metropolitan government in the region, known as the Vaal Metropolitan Municipality.

CHAPTER 01: INTRODUCTION AND LEGISLATION

INTRODUCTION AND BACKGROUND:

In terms of the Constitution of the Republic of South Africa, Act 108 of 1996 in particular Chapter 7, outlines the constitutional mandate of Local Government in respect to status, object and developmental duties, cooperative governance as well as its own development and planning processes.

This Constitutional mandate relates to management, budgeting and planning functions to the objectives, which are outlined as follows for the intended purpose of the municipal IDP processes:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of local government.

Legislation (Municipal Systems Act, 2000):

It is crucial for Sedibeng District Municipality to adhere to relevant legislation and policies regulating municipal planning. An Integrated Development Plan, adopted by the Council, is the key strategic planning tool for the municipality. It is described in the Local Government: Chapter 5 of Municipal Systems Act No. 32 of 2000 (MSA) as:

In terms of clause 24 of Chapter 5 of Municipal Systems Act- No. 32 of 2000 that states that "Municipal Planning in cooperative government-

- (1) The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of cooperative government contained in section 41 of the Constitution.
- (2) Municipalities must participate in national and provincial development programmes as required in terms of section 153 of the Constitution.
- (3) If municipalities are required to comply with planning requirements in terms of national or provincial legislation, the responsible organs of state must
 - (a) Align the implementation of that legislation with the provisions of this Chapter; and in such implementation-
 - (i) Consult with affected municipality; and

(ii) Take reasonable steps to assist the municipality to meet the time limit mentioned in section 25 and other requirements of this Chapter applicable to its integrated development plan.

In terms of the MSA of 2000, the IDP should include the following components:

A vision of the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;

- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- The Council's development priorities and objectives for its elected term including its local economic development aims and its internal transformation needs;
- The Council's development strategies which must be aligned with the National or Provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- The Council's operational strategies;
- Applicable Disaster Management Plan;
- A financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets determined in terms of section 41.

SEDIBENG IDP REVIEW 2014/15:

In terms of Section 34 of the Municipal Systems Act of 2000, the municipalities are legally required to do Annual Review of their IDP's and relate to assess the municipalities performance against organizational objectives as well as implementation delivery.

The Sedibeng District developed the 2012/17 IDP in 2011/12 financial year and Approved by the new Council in May 2012. The 2014/15 IDP is thus the second review the five year IDP that was adopted by the Council in May 2012.

The Process Methodology

The current IDP 2014/15 is reviewed in line with the Sedibeng Growth and Development Strategy two (2) (SGDS 2), Five year IDP 2012/17 as well as guidelines from the National and Provincial government . The review undertaken by the Sedibeng District Municipality will focus only on the aspects of the IDP that relates to the financial year 2014/15.

IDP Development Process 2013/14 Planning and Reporting Cycle:

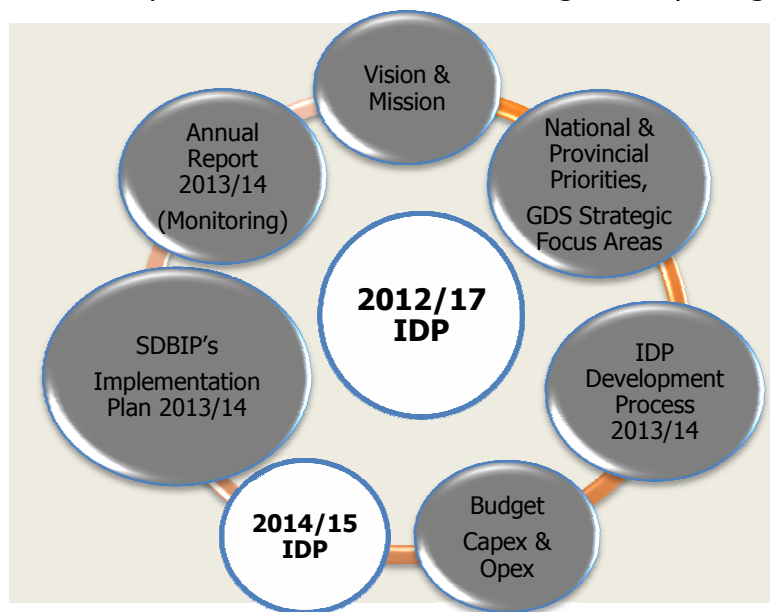
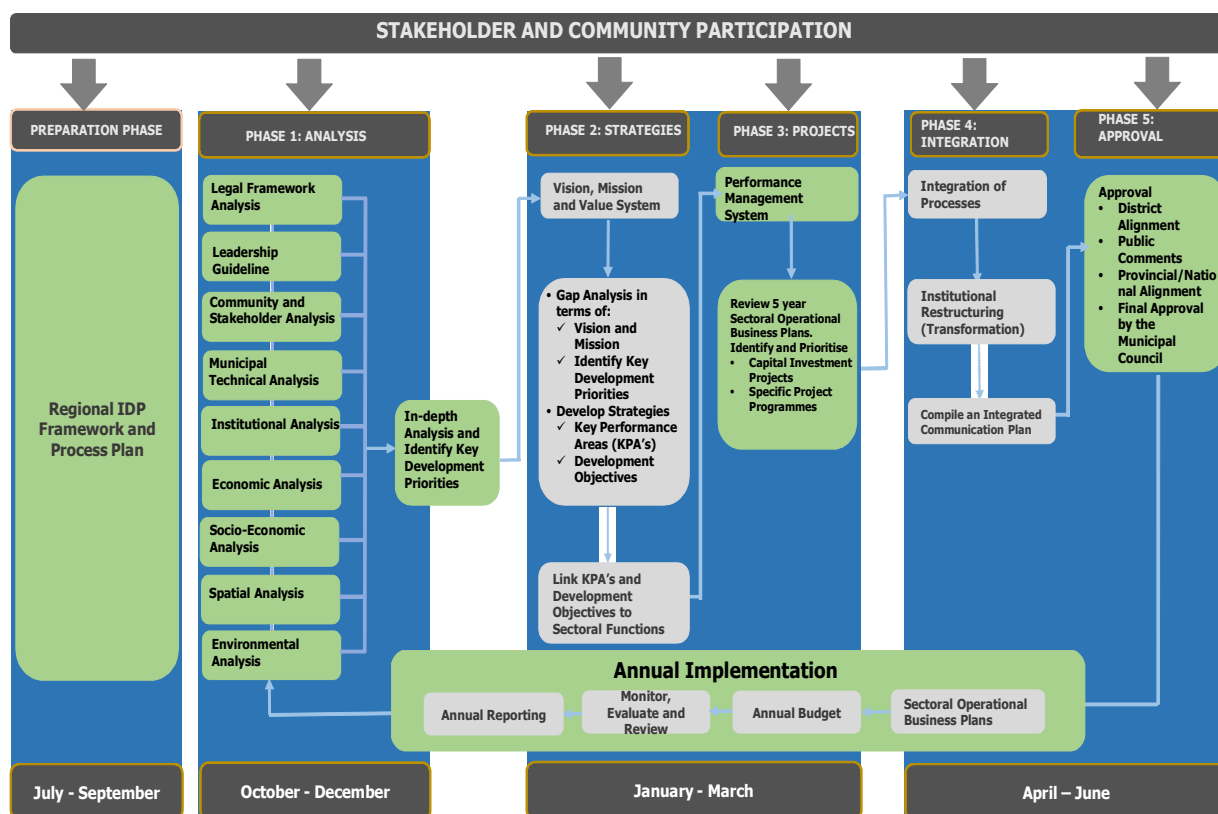
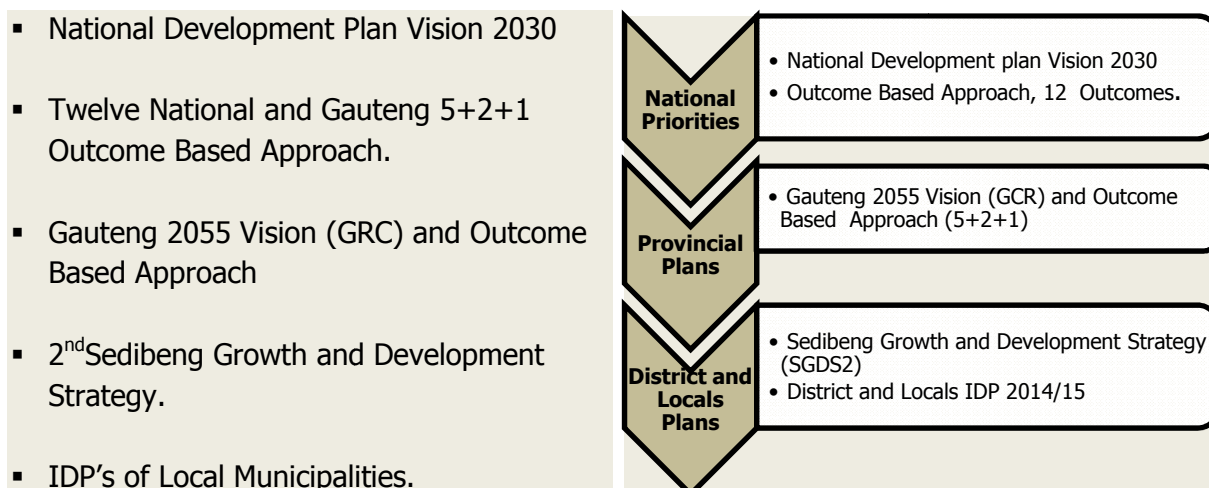


Diagram: Process followed for the development of IDP, SDBIP and Annual Reporting:



IDP DEVELOPMENT AND KEY PRIORITIES:

The IDP development process was undertaken within the legislation and framework of National, Provincial and District policies. All IDP 2014/15 related information contained in the IDP is informed by the following priorities:



National Development Plan (Vision 2030):

The National Development Plan is the plan introduced by the National Government Planning Commission (Vision 2030) and it was released in June 2011. The plan is about writing a different story about South Africa in the year ahead.

The National Development Plan (NDP) aims to deal with the causes of poverty and income inequalities in the country, identifying the challenges and targeting specific sectors in order to achieve the desired outcomes. In the document, the National Planning Commission (NPC) outlines the projects that the nation should focus on in order to eliminate poverty and income inequality. The NDP identifies nine challenges that hinder these national developments and are as follows in the table below.

National and Provincial Outcomes Based Approach:

After the 2009 National and Provincial elections, the President of the Republic of South Africa (Mr. Jacob Zuma) signed delivery agreements with the ministers. These delivery agreements were based on the 12 National and Provincial Outcomes.

Alignment of the SGDS, Provincial and National Outcomes based approach & National Development Plan Vision 2030:

Sedibeng Growth and Development Strategy	Provincial and National Priorities (Outcome Based Approach)	National Development Plan
Reinvent the Economy	<ul style="list-style-type: none"> ✓ Creating decent work and building a growing, inclusive economy ✓ A skilled and capable workforce to support an inclusive growth 	<ul style="list-style-type: none"> ✓ Economy and Employment

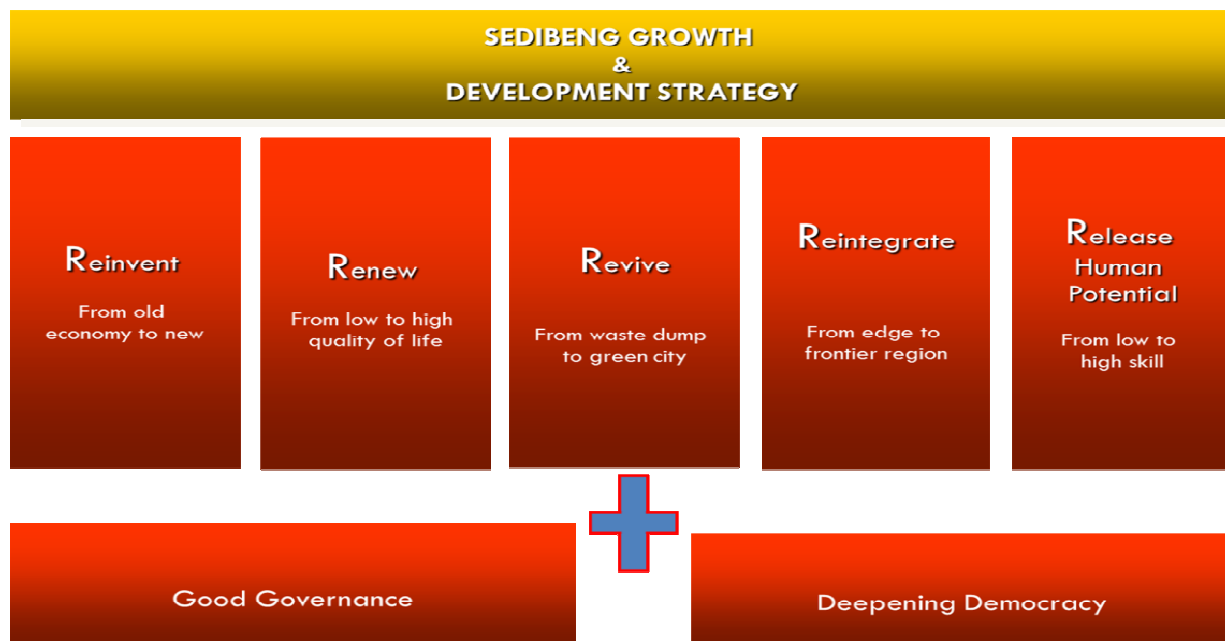
Sedibeng Growth and Development Strategy	Provincial and National Priorities (Outcome Based Approach)	National Development Plan
	<ul style="list-style-type: none"> path ✓ Vibrant, equitable and sustainable rural communities with food security for all. 	
Renew our Communities	<ul style="list-style-type: none"> ✓ Sustainable human settlements and improved quality of household life 	<ul style="list-style-type: none"> ✓ Human Settlement ✓ Improving Infrastructure
Reviving a Sustainable Environment	<ul style="list-style-type: none"> ✓ Environmental assets and natural resources that are well protected and continually enhanced 	<ul style="list-style-type: none"> ✓ Transition to a low carbon economy
Reintegrating our Region	<ul style="list-style-type: none"> ✓ An efficient, competitive and responsive economic infrastructure network 	<ul style="list-style-type: none"> ✓ Transforming urban and rural space ✓ Improving Infrastructure
Releasing Human Potential	<ul style="list-style-type: none"> ✓ Improved quality of basic education ✓ A long and healthy life for all South Africans ✓ All people in South Africa are and feel safe 	<ul style="list-style-type: none"> ✓ Improving Education, Innovation and Training ✓ Social Protection ✓ Promoting Health ✓ Building safer communities
Good and Financial Sustainable Governance	<ul style="list-style-type: none"> ✓ A responsive, accountable, effective and efficient local government system ✓ Create a better South Africa and contribute to a better and safer Africa and World 	<ul style="list-style-type: none"> ✓ Fight corruption and enhancing accountability ✓ Building a capable state
Vibrant Democracy	<ul style="list-style-type: none"> ✓ An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship 	<ul style="list-style-type: none"> ✓ Transforming the society and uniting the country

Sedibeng Growth and Development Strategy:

SDM has worked with key stakeholders to develop the Sedibeng Growth and Development Strategy (SGDS2). The Second Generation Growth and Development Strategy is an update of the 1st SGDS as a response to numerous challenges facing the Sedibeng Region. The update of the review takes stock of what has been achieved over the past five years under the banner of GDS 1.

The 2nd GDS also considers challenges that were faced with respect to implementing GDS 1, as well as the additional difficulties presented by an unforeseen changing external environment.

Catalytic projects were identified in GDS2 to be implemented through annual review of the 2012 – 2017 IDP. The diagram below depicts seven pillars of the GDS 2.



Source: Sedibeng 2nd SGDS.

COMMENTS MADE BY MEC FOR LOCAL GOVERNMENT ON SEDIBENG DISTRICT MUNICIPALITY IDP 2013/14:

After the Adoption of the IDP 2013/14 by council, the Sedibeng District Municipality submitted it's 2013/14 IDP to MEC for Local Government for comments. Below are the comments from the MEC of Local Government and Housing on Sedibeng District Municipality IDP.

MEC Comments 2013/14 IDP	Response
<p>Planning for Migration:</p> <p>Since the release of the recent Census results, it is documented that Gauteng is the biggest province with regards to population size in the country. These points to upward trends regarding in-migration at both international and local levels.</p> <p>Whilst migration presents a number of opportunities for province, it also comes with pressing challenges, key among which is the ability of municipalities are undertaken initiatives to respond to this challenge posed by migration. To this effect, Gauteng COGTA will lobby all relevant stakeholders towards ensuring the development of a Province-wide</p>	<p>The Sedibeng District Municipality (SDM) in partnership with the South African Local Government Association (SALGA) Gauteng has established Sedibeng District Town Planning forum which will form part of the stakeholders developing the Province-wide Migration Strategy.</p> <p>Once the Migration Strategy has been adopted it will then be reflected into the Spatial Development Framework for long term planning and infrastructure development.</p>

MEC Comments 2013/14 IDP	Response
<p>Migration Strategy.</p> <p>Inter Municipal Planning: Section 31(c)(i) of the Municipal Systems Act imposes a requirement on facilitate the alignment of IDP's of neighbouring Municipalities. Furthermore, inter-municipal planning is a critical component towards the achievement of the Gauteng Global City Region.</p> <p>Much of efforts contained in the IDP's in this regard are around information sharing, which points to a glaring gap regarding inter-municipal planning.</p> <p>Municipalities are urged to start investigating collaborative initiatives in areas such as investment in strategic economic infrastructure; transportation planning in line with the provincial long term transport plan; as well as corridor and cross-boundary nodal development.</p> <p>The Department will be convening a GCR Indaba aimed at facilitating a process of dialogue among various stake-holders in the bid to build a Global Competitive Gauteng City Region.</p>	<p>The SDM is playing an active role in development and implementation of the Gauteng Integrated Transport Master Plan process. It is also a part of the Gauteng Transport Commission which also promotes inter-municipal transport planning. SDM has active forums and committees around Inter-Governmental Relations, these plays a major role in the coordination of activities from planning to execution. The IDP Task-Team Forum, comprising of all Local Municipalities also set up a platform for inter-municipal planning.</p> <p>The rollout of Gauteng Transport Master Plan, and the recommendations of the Gauteng Transport Commission, set platform for long term achievements in both infrastructure and cross-boundary nodal development.</p> <p>The Sedibeng District Municipality is a full participant in all provincial initiatives aimed at advancing its priority areas as captured in its 2nd Growth and Development Strategy. The Region's collaboration towards a metropolitan municipality, and forecast on mega projects for instance Savanna City and Regional Sewer Scheme will place SDM in the global arena.</p>
<p>Re-configuring the apartheid space: Linked to the above, Gauteng still bear's evidence of apartheid spatial configuration, characterized by, among others, in-equality and service disparities among various communities within municipalities. As result of this historically disadvantaged communities remained predominantly poorly-serviced as opposed to the wealthier areas.</p> <p>Foremost to the agenda of municipalities should be to reserve this through acceleration of service delivery to the poor communities. One of the most effective mechanisms of</p>	<p>Gauteng Provincial Government Departments are working well with our Local Municipalities in re-configuring Apartheid Spatial patterns in that, a lot of former townships roads have been tarred in Sharpeville with precincts development on Heritage, Sports and Recreational sites.</p> <p>In Sebokeng and Evaton there is improved quality of life with social services and public facilities to service local communities including job creation with retail developments and in Lesedi are increasingly closing spatial disparities between Ratanda</p>

MEC Comments 2013/14 IDP	Response
achieving this is area-based planning, through municipalities are again urged to prioritize certain areas and make development impact. The success achieved by the City of Johannesburg in Soweto is the most glaring example of the kind of impact that this community-based planning model of service delivery can attain.	and Heidelberg. All recent Housing projects in the District are built in the neighborhood of or closer to traditional towns such as Tshepoext 4, Sicelo in Midvaal is closer to Meyerton town and Shalimah Ridge is adjacent to Heidelberg CBD.
<p>Operation Clean Audit: The year 2014 mark the deadline for Gauteng municipalities to achieve Clean Audits. Whereas some municipalities have made significant strides in this regard, some are still lagging behind.</p> <p>Municipalities are called upon to utilize the 2014/15 financial year IDP review process to address the matters raised by the Auditor (AG) in the bid to deliver Operation Clean Audit (OPCA).</p>	<p>Council received an unqualified audit opinion for the 2012/2013 financial year. The eight time in a row and the first for the province of an audit "clean" of matters of emphasis. It is however, essential to address the other important matters and administrative matters shown in the report in order to strengthen the internal control measures currently in place.</p> <p>The Management letter outlines all the audit queries raised by the AG directly with the municipality. The AG report serves as a summary based on the AG's evaluation and assessment process in determining the audit opinion resulting from the Management letter. As a result emanating from the two reports of the AG, an action plan has been drawn up by the municipality in response to mitigating factors towards the management letter, and as a demonstration of our ongoing commitment to retaining our "Clean Audit" status.</p>
<p>Planning for Outcomes: Since the introduction of national outcomes, Gauteng Municipalities have made commendable progress in ensuring that IDP's are aligned to them. Municipalities are urged to continue striving for the attainment of all government outcomes through the IDP and not to just focus on outcome 9.</p> <p>The department is currently coordinating the development of an intergovernmental engagement roadmap whose main aim is to</p>	<p>The Sedibeng District Municipality established an electronic performance management system advocating total compliance to planning, monitoring, evaluation and reporting. The Office of the Auditor General, in their 2012/13 audit report on SDM proudly reported that our IDP under review is aligned to the National Development Plan Vision 2030 (NDP), the National and Provincial Outcomes, our Growth and Development Strategy (GDS), the 5-year, and the Service Delivery and</p>

MEC Comments 2013/14 IDP	Response
<p>facilitate structured engagements between Municipalities and sector departments in the bid to entrench coordination and alignment.</p>	<p>Budget Implementation Plan (SDBIP). In collaboration with the province, our local municipalities and other municipalities SDM also shares planning strategies that enhance alignment thus accountability to all outcomes and their outputs.</p>
<p>Gender, Youth and People with Disabilities (GEYODI)</p> <p>Although Municipalities in Gauteng have made strides their attempt to integrate GEYODI issues in their planning, serious challenges remain. The general picture with regard to the mainstreaming of GEYODI issues in IDP's still in shows gaps especially in relation to employment equity, accommodating special groups of people in public participation processes.</p> <p>At the moment it is not clear how Municipalities facilitate participation of the above-mentioned group of people during the IDP public participation processes. In order to accommodate special groups, sign language skills should be developed as well as targeted sessions where women, youth or people with disabilities are prioritized to ensure meaningful participation.</p> <p>Efforts should also be intensified to prioritize GEYODI in areas of Service Delivery, Employment Equity as well as Economic Empowerment. In addition to the above, with specific reference to your municipality, the following issues are particularly pertinent.</p>	<p>Forums on Women, Men, People with Disabilities and Youth have been established. Youth unit was established and facilitates youth development programmes across the district; three youth centres were established in 2007 and are functioning.</p> <p>These are manned by young people who assist/support young people on various programmes including among others internet search for employment and career opportunities, job preparation, entrepreneur development, Basic computer skills and CV writing. Cooperatives for youth, women have been established and are supported to grow their businesses as well as training them on financial management. GEYODI sectors participate in IDP processes.</p> <p>Sign language trainings were conducted to capacitate frontline employees. Where the need arise i.e. training and workshops, IDP participation sign language services are sought to provide meaningful engagements for the Deaf</p>
<p>Good Governance:</p> <p>The decisions of the Demarcation Board as contained in Circular 2 of 2013 point to a possibility of the merger of Sedibeng District Municipality with Emfuleni and Midvaal Local Municipalities to create the fourth Metropolitan Municipality in Gauteng with effect from 2016. It is urged to put mechanisms in place to lay the foundation</p>	<p>The SDM is currently coordinating through its District-wide IGR forums and committees, the processes to identify areas of shared services. The District held an IDP District-wide strategic workshop attended by SDM and its local municipalities (Emfuleni, Midvaal and Lesedi) for purposes of IDP alignment and focus on progressions towards a metropolitan municipality. Each IDP was</p>

MEC Comments 2013/14 IDP	Response
<p>from an institutional governance perspective in the event that the said decision becomes final.</p> <p>Key to this will be streamlining the IDP processes so that the three IDP's share the same strategic focus to build up to the development of a single consolidated IDP for the Metro for 2016 Local Government Elections. Other initiatives should include encouraging and supporting cross-border nodal development initiatives between Emfuleni and Midvaal Local Municipalities.</p>	<p>presented, analysed and streamline areas were identified.</p> <p>The most encouraging outcome is that all these municipalities share common Growth Strategy which a one line of sight. The planned metropolitan municipality will have streamlined IDPs long before the 2016 Local Government Elections.</p>
<p>Local Economic Development</p> <p>The State of the Local Economic Development (LED) planning in the region remains poor most if not all plans and strategies have not been reviewed in recent times. The Local Municipalities have relied solely on Sedibeng Growth and Development Strategy (GDS) as a basis for their economic planning.</p> <p>The Gauteng Department of Economic Development is providing LED review and development as well as capacity building support. The District is therefore encouraged to develop a clear business case outlining terms of support required in relation to LED planning for the entire region.</p>	<p>The Three Local Municipalities of Emfuleni, Lesedi and Midvaal are in different stages of their LED Reviews and already contracted service providers to develop revised LED Strategy for each municipality.</p> <p>The Sedibeng District Municipality has engaged Gauteng DED for Technical support to develop Sedibeng Regional Economic Framework that would be based on the LED Strategies of Local Municipalities.</p> <p>The Regional Economic Framework is the base document to integrate economic development of Sedibeng which will include the economy of neighbouring municipalities to create a comprehensive economic plan that goes beyond the geographic boundaries</p>
<p>The National Growth Path (NGP) :</p> <p>Identifies Tourism as one of the key pillars as well as an economic driver of note. The 2013/14 IDP indicates that the Sedibeng Region has more than 30 heritage sites or area of historical significance and has above average tourism potential.</p> <p>However, marketing initiatives are poorly coordinated and as a result fewer domestic and international tourists (approximately 4.7% of the international visitors to Gauteng)</p>	<p>Sedibeng District Municipality has coordinated the establishment of a Sedibeng Regional Tourism Organization, with Public, Private and Community Stakeholders. It is a State owned company (Vaal River City Promotion Company (SOC)) which was registered in August 2013.</p> <p>This company's objective is to promote and develop the Sedibeng Region as the destination of choice for domestic and international tourists, through various</p>

MEC Comments 2013/14 IDP	Response
<p>visit the area on annual basis. Consequently, the region receives the least amount of total revenue generated from tourism in Gauteng. Tourism initiatives should be linked to the rebranding of the region as a river city through joint marketing by all municipalities in the region.</p> <p>The municipality should consider developing a consolidated tourist events calendar, and visitor's information centres and tourism routes linked to special heritage and historical sites.</p>	<p>coordinated marketing initiatives and brand developments of key prime and strategic events to be on the annual calendar.</p> <p>Sedibeng Region has been selected as a pilot project in the implementation of the Gauteng Tourism Visitor Information Services Strategy. Stakeholders from all spheres of government, private sector and communities are participating in the process.</p>
<p>It has been noted that the condition of infrastructure in the vicinity of heritage and historical sites has deteriorated. Therefore, Tourism initiative should be linked to infrastructure maintenance and development and beautification of the location.</p> <p>The National Department of Tourism provides funding for planned Tourism projects that appear in the IDP meeting stringent criteria through Social Responsibility Programme. The Municipality is therefore encouraged to liaise with the department with a clear intent of accessing the funds for Tourism initiatives in the region.</p>	<p>The maintenance and beatification of heritage assets and basic infrastructure such as roads and parks has a negative impact on tourism growth.</p> <p>The Sedibeng District Municipality has conducted a tourism infrastructure audit and has submitted 22 tourism infrastructure projects to the Gauteng Tourism Authority for inclusion in the Tourism Infrastructure Portfolio.</p>
<p>Sedibeng region continues to grapple with negative environmental factors especially river pollution. The Industrial composition in the region has an indirect negative effect on the environment and subsequently the economy especially in relation to investment attraction, retention and expansion. This mainly has to do with externalities relating to economic and investment choices.</p> <p>It is therefore prudent that investment choices should be linked to environmental consideration. Moreover, the region needs to develop strict by-laws to ensure that water pollution effects are minimized and that</p>	<p>The Sedibeng District Municipality is working on various strategies to advance environmental management, i.e. Energy Strategy, District wide Climate Change Strategy, the Environmental Management Framework for SDM, and the Biodiversity Plan. Various campaigns are rollout, like BontlekeBotho (clean and green campaign). SDM currently conducts maintenance of air quality management stations, and has established Air Quality Unit for the district to render optimal air quality service.</p> <p>The Air Quality Management By-Laws are updated accordingly. Also underway is the</p>

MEC Comments 2013/14 IDP	Response
<p>industries in the region adhere to environmental regulations.</p>	<p>conversion of all Air Pollution Prevention Act registration certificates to Atmospheric Emission Licenses. To date 19 Atmospheric Emission Licenses (AEL) have been issued and the 3 drafts are in the final stages (72% progress). The Integrated Waste Management Plan (IWMP) has been finalized and forwarded to province for approval. The District Municipality acknowledges the importance of good environmental status for attraction of positive investment to the region.</p>
<p>Financial Viability: This is the ability of a Municipality to be able to continue to accomplish its operating and other objectives and achieve its mission. Strategies that promote financial viability and management include a strategy which is however kept at high level and not specific and clear</p> <p>The delivery agenda in the IDP focuses on one year which makes it difficult to align the projects to the Medium Term Expenditure and Revenue Fund (MTERF) budget. Finally, the municipality did not outline at least their 5 top risk which might hinder the implementation of the IDP.</p>	<p>The District is completely grant dependent. The short term viability is measured through daily cash flow reconciliations and financial snapshot reporting monthly.</p> <p>National Treasury and Provincial Treasury perform quarterly financial viability and sustainability assessments, which are responded to in line with our tariff model and medium to long term strategy.</p> <p>A cost containment measure framework has also been developed in response to the Cabinet's resolution of October 2013 and the Minister's directive of November 2013.</p>
<p>The Finance Organogram of the Municipality is reported at a high level and functions are outlined as income, expenditure, and Supply Chain Management (SCM). The staff complement should demonstrate the total number of approved posts, number of filled posts and number of vacant posts to ensure that the structure complements the implementation of the financial strategy.</p> <p>The high level staff complement in the IDP makes it difficult to align the personnel staff to the budget table on SA 23 which consequently makes it difficult to assess the</p>	<p>Table SA23 as prescribed by the MFMA MBRR specifically requires municipalities to report on the salaries, allowances and benefits of political office bearers, councilors and senior managers ONLY.</p> <p>To report on table SA23 the employee related costs for the entire Finance Organogram would result in distortion of information disclosed, and compromise our reporting credibility, accuracy and reliability.</p>

MEC Comments 2013/14 IDP	Response
<p>extent to which the strategies will be implemented.</p> <p>The Strategy on creditor's payment is not address in the IDP; though it is addressed in the Service Delivery Agreement (SLA) The Municipality's IDP does not indicate a high of level strategy on contract management and enforcement of SLA.</p> <p>The Strategy should outline the risks involved and interventions to intensifying the culture of contract management and enforcement of SLA. Linked to this, the Municipality has a plan on Operation Clean Audit (OPCA), however it is not costed and the timeframe on the deployment of the Accountant are also not identified.</p>	<p>The municipality's plan towards maintaining a clean audit status is not run as a separate, dedicated programme. Rather, it is an organizational mindset of adherence to internal controls, policies and procedures that is embedded into the organisational culture of the municipality.</p> <p>Our internal controls environment, supported by the internal audit financial discipline reviews and quarterly key control reviews, is constantly monitored and reported on throughout the organization at all reporting lines.</p> <p>The assistant accountant position was successfully advertised and filled internally following due recruitment processes well within the timeframes for the current financial year, and evidence of such can be found on the quarterly SDBIP performance monitoring reports.</p>
<p>Service Delivery:</p> <p>The IDP asserts that there is adequate electricity supply for current and future planned developments. The current energy facing crisis facing the country requires that we move towards alternative energy and the District is called upon to lead the region's alternative energy initiatives beyond conversation of solar energy into heating for domestic use.</p> <p>The District is also urged to support its constituent Municipalities in the areas of Water and Electricity loss management as part of this.</p>	<p>The SDM has started to take initiatives of sourcing expertise and funding to rollout green energy programmes.</p> <p>The SDM through IGR structures raises awareness on water conservation.</p>

MEC Comments 2013/14 IDP	Response
<p>The IDP Summarizes key service delivery challenges as follows:</p> <ul style="list-style-type: none"> • Lack of services in rural and informal settlements • Pollution problems especially from overflowing sewage and heavy industry waste • The presence of pit latrines that may add to pollution • Shortage of east/west road networks • Ageing road infrastructure, especially in Emfuleni • Low Threshold for services such as rail, and public transport such as busses. <p>This demonstrates a comprehensive understanding of the socio-economic context of the Region. However the IDP is not explicit about support that the District will provide to the Locals in coordinating region-wide responses to the identified challenges. As part of moving towards the metro there needs to be consideration of various coordinated service delivery models at a district-wide scale.</p>	<p>Through active district IGR forums and committees, and Joint PMT meetings the district is coordinating its operations and collating its resources geared towards service delivery. Various IGR forums deal with their areas of focus, transport, environment and infrastructure.</p> <p>SDM and its local municipality are currently implementing projects to address all service delivery challenges, and requested further grants in areas with budget constraints. We have also integrated all Gauteng Capital Projects earmarked for our region in our current IDP for detailed alignment and total service delivery monitoring ("Estimates of Capital Expenditure 2014").</p> <p>The various IGR forums will continuous monitor progress against planned deliverables and report accordingly between now through to metropolitan status.</p>
<p>Spatial Planning:</p> <p>At present, the space economy and correction of apartheid city is not being tackled vigorously enough by municipalities. In accordance to the Gauteng Spatial Development Framework (GSDF), should develop growth management strategies linked to the SDF's that would manage</p>	<p>The municipality has adopted a 2nd generation Growth and Development Strategy to manage growth in the district.</p>

MEC Comments 2013/14 IDP	Response
<p>growth in a pre-determined manner by using a range of tools. The Municipality makes use of an urban development boundary as a growth management tool. The Municipality is urged to develop a district-wide growth management strategy so effectively manage urban growth in the Region.</p> <p>Spatial planning is not specifically aligned with other municipal initiatives towards urban sustainability e.g. Initiative towards addressing challenges relating to water, air and waste. Additional focus is required on urban sustainability issues specifically in relation to the built environment (climate change, resources scarcity, waste output reduction, sustainable transformation of infrastructure), and should be reflected in spatial planning component of the IDP. The climate change strategy to be developed will require integration with planning, as the built environment will serve as one of the principle areas of intervention for such.</p> <p>The Municipality is commended for aligning the Capital Investment Framework is also spatially referenced in the Integrated Development Plan. The imperatives of the Municipal Spatial Development Framework form the basis for prioritization of capital investment.</p>	<p>The new Sedibeng Spatial Development Framework will provide opportunities for housing development and economic development in the proposed agglomeration area. In addition, the endorsement of the MDB towards the municipality migrating to a Metropolitan City supports the initiative towards urban sustainability.</p>

IDP PUBLIC/ STAKEHOLDERS PARTICIPATION PROCESS 2013/14:

The White Paper on Local Government states that "Local government structures must develop strategies and mechanisms to continuously engage with citizen's, business and community groups and offers the following options amongst others; focus group participatory action research to generate detailed information about a wide range of specific needs and values; and participatory budget initiatives aimed at linking community priorities to capital investment programmes".

Seamless flow of information between communities in the broadest sense and developmental local government and service provision structure is increasingly a reality of corporate

governance. Public participation is considered one of the key tenets of democratic governance in South Africa.

Sedibeng District Municipality undertook a process of Community and Stakeholders participation in Nov 2013 and the aims for doing this engagement was to ensure that the IDP process is people-driven and that the community's needs and identified key development priorities are duly included and considered, at grass roots level.

The table below provides a summary of the comments made by sectors of society during Stakeholders consultation. All the comments received from the public are arranged according to sector responsibility.

Inputs and Comments received from IDP and Budget Public/Stakeholders Participation 2013/14:

Stakeholders/Public Comments	Response
Our municipality should invest on Human Capital that will boost our Regional Economy towards 2021 as a target and post Metro after 2016 local government elections	All training done in consultation with HEI and FET colleges, Dept of ED in the SDM and other training institutions aimed at building capacity are geared towards Outcome 5 to ensure the building of a skilled workforce that will address the needs of the economy of the region and informed and knowledgeable citizenry.
Educate, support and improve the mindset of our society about the benefits in Metro Municipalities.	The community of Sedibeng was engaged at various levels regarding the efficacy of the Metro System of Government. The support from the community for this system of government was evident at the MDB Public Participation Imbizos. The MDB has since pronounced on the Metro Status which is due to come into effect in 2016.
Development of IDP's must be informed by community participation from the planning phases till the implementation stages and it must not be converted into municipal intention and feedback session.	The Office of the Speaker organizes successful IDP public participation sessions, whereat each functional Cluster from SDM presents its year-to-date status analysis and plans going forward. The public is allowed to engage share their service delivery needs and priorities. These inputs are formally captured and paralleled with MEC's comments for a



Stakeholders/Public Comments	Response
	comprehensive process plan to address the identified needs and gaps.
<p>Develop the crime prevention strategy to fight any form of crime that will discourage potential Investors earmarking our Region as a destination for business ventures.</p> <p>Discourage incitement of service delivery protests and anarchy by exposing and rooting these rogue elements with our communities.</p>	<p>There is a Community Safety Strategy in place to respond to challenges related gender based violence, schools safety, community policing relations, substance abuse, road safety, community corrections, etc.</p> <p>There is a network of operatives led by the SAPS within the communities for intelligence gathering purposes.</p> <p>Public meetings through the CPFs also assist in keeping contact with communities and addressing issues of criminality.</p> <p>Street Committees, Neighborhood Watches and Community Patrollers also play a critical role in policing our areas and supporting the police.</p>
<p>Discourage infighting and corruption within Political Leadership in order to have stable environment for potential investment that will assist to eradicate poverty and unemployment in the Region.</p> <p>Projects that are failing because of involvement of Politicians such as councilors on the affairs of the project that lead to incomplete and poor quality of the projects in our areas.</p> <p>Concerns about change of Political Leadership Post Metro Local elections that will eventually destabilize the administration and provision of services to communities</p> <p>Initiate the Revenue Enhancement summit with all Role-players in the region to discuss and look into uniform Tariff model that will be used in the region towards Metro municipality and</p>	<p>The SDM has a formidable foundation of stability due to adequate functionality of its political management teams (PMTs). The collaboration of Whippers, Speakers and Mayors set positive direction to the district.</p> <p>SDM adheres to strict legislative compliance that prescribes that no councilors should be involved in supply chain processes, thus far enjoys none interference in such areas. The capacity building initiatives of all councilors is at an advanced stage, and all political parties in Council are encouraged to stimulate political education to curb any fears and reservations towards this transition to metropolitan municipality.</p> <p>SDM has an active CFO-Forum that leads</p>

Stakeholders/Public Comments	Response
discourage culture of nonpayment within our communities if we are to provide quality services to our communities .	the discussion on all urgent sustainable financial management approaches, dealing with issues related to district-wide Supply Chain Management, asset management, revenue collection, insurance, etc. in order to prepare a groundwork towards a Metro.
Develop the strategy that will improve the level of service payment and discourage nonpayment within our society. Encourage culture of self-dependency within our communities and discourage hand-outs from government by capacitating and provide skills education for our society.	SDM is rolling out various projects and programmes in communities led by the Strategic Planning and Economic Development (SPED), Community Services, and supported by PMT. These are social and economic based programmes earmarked to capacitate our society in self-management, business skills and culture of innovation.
Provide Budget for amenities and offices for disability and vulnerable groups within our municipal space.	SDM has initiated systems in Corporate Services (Human Resources/Facilities), Supply Chain and other relevant functions, that are earmarked for persons with disabilities and the vulnerable groups.
RDP Housing allocation: Provincial beneficiary and waiting list that is not aligned to timelines applied by people in need of houses.	SDM has assigned dedicated personnel to monitor very closely and address all queries in relation to RDP Housing allocation. This function is always handled with the delicacy deserved.
SDM must engage Private Companies on creating job opportunities and implementation of Learnershipprogrammes that will capacitate young people and reduce unemployment in the region.	SDM has prioritized issues of capacity building for its youth, thus continuous engagements with local businesses in initiatives of job creation. The Office of the Executive Mayor has also ranked this issue high with all their engagements with businesses local and abroad. Some positive prospects are happening in that regard. Clusters' plans also cover specific targets for youth development.
The Disabled people should have a fair chance to bid for tender processes and be given business opportunities and should be integrated into data system of our municipalities. Public amenities and transport should be made	Municipal buildings and amenities are user-friendly in this financial year and rented facilities are having lifts for easy access for People with Disabilities (PWDs). The latter groups are in the data bases of the municipality.

Stakeholders/Public Comments	Response
conducive to have an access to properties of the municipalities.	
Our Municipalities should break all barriers of discriminations against women in all business ventures not catering only and should also be capacitated and mentorship in big projects (Companies with Financial muscle doing business) provided by municipalities.	<p>Procurement in structural refurbishment and office accommodation maintenance and repairs tenders were adjudicated and were won by women owned companies who have proved themselves to be exceptionally good and meticulous in completing the projects</p> <p>The procurement policy is in line with the new procurement regulations that came into effect 2011.</p> <p>These regulations harmonize the BBBEEA and PPPFA. Preferential points are allocated to bidders who are transforming and who contribute to the empowerment of PWD. In addition to this, procurement policy has the strategic options aimed at broadening the participation of the SMMEs in procurement of goods or services or construction works.</p>
A land should be made available for youth by municipalities in order it enable them to venture into business opportunities and break bottlenecking that could hamper investment opportunities in the region and political solution on the matter should be treated with urgency .	The Strategic Planning and Economic Development (SPED) in collaboration with other stakeholders is currently working on few possibilities led thought feasibility studies.
Procurement Policies of government should be aligned in such a mannerthatthe PrivateSector and local government policies should be pro poor.	<p>The procurement policy is in line with the new procurement regulations that came into effect 2011.These regulations harmonize the BBBEEA and PPPFA. Preferential points are allocated to bidders who are transforming and who contribute to the empowerment of the poor.</p> <p>In addition to this, procurement policy has the strategic options aimed at broadening the participation of the SMMEs in procurement of goods or</p>

Stakeholders/Public Comments	Response
	services or construction works.
A concern was raised on the declining state of the Economy in the Region while the district has an attractive tourism destination such as the Vaal River which is not adequately explored to stimulate the declining economy. SDM is not generally using its current and historical heritage potential.	Regional Economies through its developed nature becomes the attraction to both foreign and domestic tourist through what it represents as tourist attractions however in the current volatile global economy Tourism would have a knock on effect, the best stimulus would be domestic tourist packages that incorporates our Heritage routes coupled to existing tourist attractions while developing our Heritage potential through mixed investment at our various Heritage Precincts aligned to our Heritage Routes which would require huge investment partnerships to extrapolate Market value.
There is a need for promotion of Heritage projects in the region to stimulate Economy.	Both private and state institutions have to be re-consulted with existing business plans as defined in the Vaal 21 Strategic plans and 1st and 2nd phase Regional GDS Strategies including a review of existing tactical approaches of these plans.
There is a lot of potential for township tourism but the Municipality do not have a clear strategy to explore it.	Township Tourism would remain a challenge without strategic partnerships of both community and private investment driving this untapped resource to create a viable market share of this potential market which would require a dedicated business plan that consolidates the variable opportunities similar to the Vilikazi Street strategy in Soweto Johannesburg and other viable areas.
Municipal budget allocation should focus on training and development of youth. All schools that are closed should be used as training centres to ensure that youth and the unemployed are capacitated for working environment and self-employment potential.	The role and limitations of Municipal budgets is not comprehensively understood by civil society which is dedicated to certain areas of competence, however the LED strategies should create an environment to bring other state enterprises and opportunistic institutions like GEP etc closer to the public.

Stakeholders/Public Comments	Response
IDP Review mechanism should be monitored on whether Municipality intended plans are implemented to benefit the communities.	Agree that every year our SDBIPs are re-evaluated on the basis of giving effect to the actual IDPs to determine % of success.
Municipal Facilities need to be maintained as they are currently not in good condition.	The result of inadequate funding to facilitate proper maintenance and qualitative service providers being sought collectively results in poor quality standards, therefore the responsible user Department should take responsibility for light maintenance management issues as our SDM current system does not resolve the current realities of ensuring the facilities are properly maintained.
Local Churches have choirs that need support from the Municipality to develop.	The Municipality does not have the capacity to train Choirs in general but could assist local churches to facilitate a forum to facilitate the training of choirs where possible through local groups like VACMA/SACMA that was created to assist in this area of specialty.
There a need for traffic calming mechanism in Moshoeshoe street as there a lot of accidents.	The municipality through its Community Safety Forum is continuously engaged in various road safety awareness programs to address this critical which affect our roads across the region.
There is a need for CCTV cameras in some streets in Meyerton to deal with high crime level.	Our CCTV upgrading and maintenance plan is subject to availability of funds, this is lead by the availability of funds, and camera deployment is determined by the SAPS in relation to their crime analysis reports.
Can the Municipality deploy trained safety patrollers in Midvaal Local Municipality?	There are Community Patrollers and Neighborhood Watches which are the sub-structures of the Community Policing Forums (CPFs) across various areas within the district, inclusive of Midvaal Local Municipality. This will be discussed at the next CSF.
Local Churches have choirs that need support from the Municipality to develop.	Noted, SACR Gauteng will be engaged to facilitate a developmental programme in this regard.



Stakeholders/Public Comments	Response
Municipal Facilities need to be maintained as they are currently not in good condition.	Maintenance plan developed to be implemented to ensure user friendly municipal facilities.

CHAPTER 02: ANALYSIS



INTRODUCTION:

In this section, an overview is provided on available information that helps us to analyze, interpret and understand the Sedibeng region.

The Sedibeng District Municipality developed IDP 2014/15 taking into account analysis relating to the region-wide issues, co-ordinate and align key development priorities with National, Provincial departments, the local municipalities as well as other private sector departments.

An analysis of the existing problems and challenges faced by the people of Sedibeng District Municipality was conducted. The Sedibeng district municipality did not make assumptions on what the problems are in its area.

The people affected were involved in determining the problems and priorities through IDP process undertaken during 2013/14 financial year.

HISTORY OF SEDIBENG:

Sedibeng Region landscape reveals the stone circles marking settlements of people that lived in the area from the dawn of time. The area has moved on from its pre-historic roots to play a crucial part in shaping the South Africa we live in. While the landscape has been shaped by the Vaal River, our communities have been carved out of struggles for freedom. The long and bloody history of South Africa's journey through the Boer War, and the long years of apartheid, can all find their story right here in the heart of Sedibeng.

The Treaty of Vereeniging (commonly referred to as Peace of Vereeniging) was the peace treaty, signed on 31 May 1902, which ended the South African War between the South African Republic and the Republic of the Orange Free State, on the one side, and the British Empire on the other. This settlement provided for the end of hostilities and eventual self-government to the Transvaal (South African Republic) and the Orange Free State as colonies of the British Empire.

The Boer republics agreed to come under the sovereignty of the British Crown and the British government agreed on various details. None of this meant a great deal during the long, dark, oppressive years of apartheid that were to follow, and the brutal and violent fight to break down a tyranny of oppression and inhumanity.

The world will never forget what is now marked as our day of Human Rights in South Africa. On 21 March 1960, events were planned for many parts of the country, for people to protest against one of the unjust laws of apartheid. The Pass Law required all Africans living or working in and around towns to carry documents (known as passes) with them at all times. Failure to carry this document would lead to arrest by the police.

On this day people decided to go to police stations without their passes and to demand that they be arrested. The idea was that many people demand that they be arrested. The idea was that many people unjust laws would be exposed to the international world. It was hoped that this would lead to the draconian laws being scrapped. At Sharpeville in Sedibeng, thousands of unarmed people gathered at the police station demanding to be arrested.

They were met by 300 police officers who opened fire on the crowd. Sixty-nine people were killed and more than 180 others were injured in the Sharpeville Massacre. This event precipitated the banning of the ANC and PAC and the start of the armed struggle. Every year on the 21st March, the people of Sedibeng, the country, and the entire world bow their heads to observe the brutal killings of anti-pass laws and

apartheid protestors - making it one of the most historic political events which shook the world and changed the course of history in South Africa.



And so began decades of further oppression and restrictions of freedom that ultimately culminated in the dawning of democracy in 1994. But Sedibeng was to see some much darker days before that beacon of light came into sight. The early 1990s in South Africa, the period when negotiations were unfolding between the ruling National Party and the ANC, is marked as one of the most violent and turbulent times in our history to democracy. And Sedibeng saw some of the worst of it.

On 12 January, 1991, at the Nangalembe Night Vigil in Sebokeng, 39 mourners were viciously murdered and over forty were injured. Mourners were paying their final respects to their community leader, when a sudden invasion by a gang of armed men resulted in a hand grenade being set off and the aggressors began to shoot randomly into the crowd. The Nangalembe Night Vigil Massacre will go a long way into the books of our history as it heralded an undefined and unresolved period of brutal attacks against the Sebokeng community.

Just over a year later, Sedibeng was to mourn again. On the night of 17 June 1992, a heavily armed force of Inkatha members, secretly raided the Vaal township of Boipatong and killed 46 people. The Boipatong Massacre caused the African National Congress to walk out of CODESA, the initial formal negotiations to end apartheid, accusing the ruling National Party of complicity in the attacks. The massacre drew the attention of the United Nations Security Council, which passed Resolution 765 on July 16, 1992, urging a full investigation into the incident.

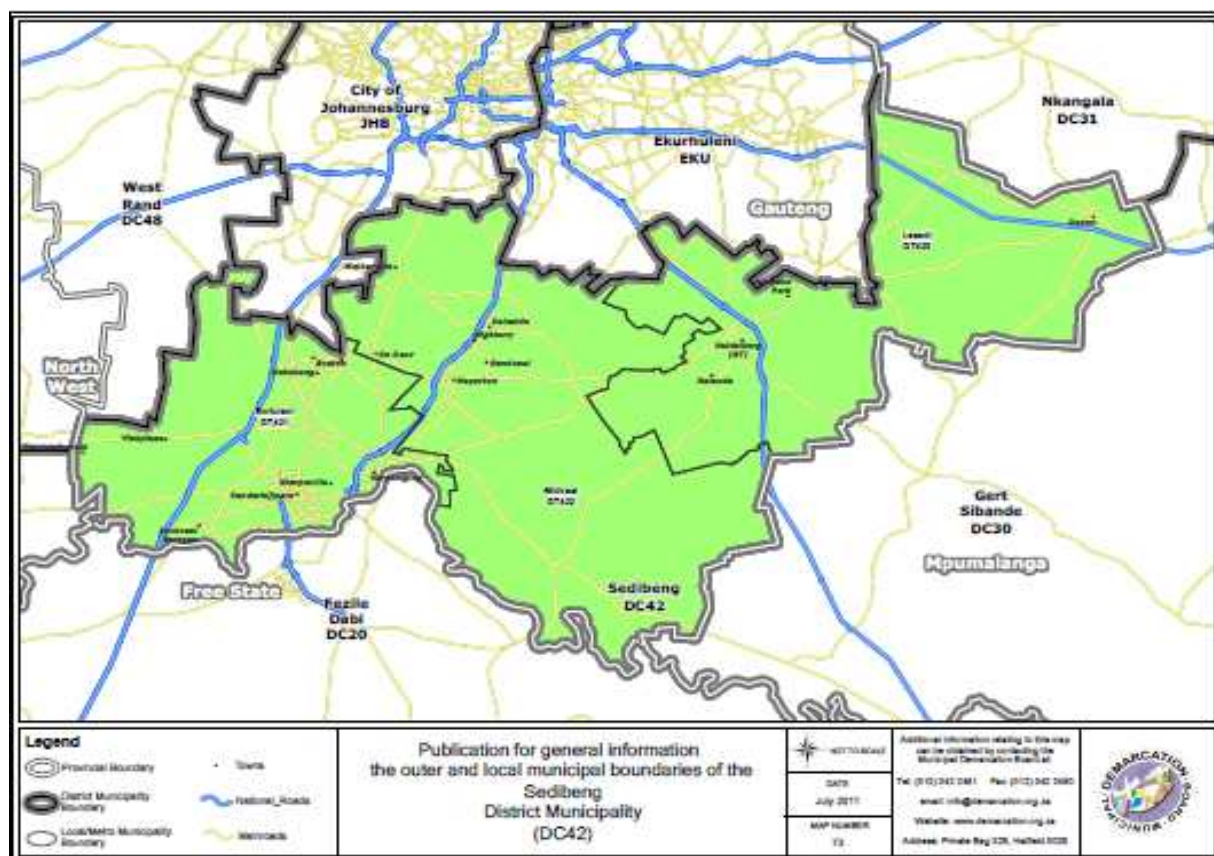
Sedibeng cannot bring back its fallen heroes, but it can celebrate them through its continued struggles to end poverty and bring about economic equality. From 1902, the region seemed to almost have come full circle, and appears to be a most fitting place for the Signing of South Africa's First Democratic Constitution in 1996. The 10th December 2011 marked the 15th Anniversary of the signing of the South African Constitution into law - by the then President of South Africa, Mr. Nelson Mandela, in Sharpeville.

The year 2014 will turn out to be a remarkable and amazing year in the history of South Africa and Sedibeng as a rainbow nation, we will be celebrating 20th Anniversary of Freedom and democracy since first democratic election held 24th April 1994, as the ruling party ANC will also be turning 102nd years since its inception and in pursuance of her selfless struggle to liberate South Africa and the African continent, making it a historic moment for all the people of South Africa. The Sedibeng District Municipality has embarked on a major drive to promote and develop the Tourism Industry in the region as a direct result of the decline in economic activity in the Steel and related sectors of the region. Special emphasis is on the development of township tourism.

OUR AREA:

GEOGRAPHICAL CONTEXT OF THE REGION:

Sedibeng District Municipality (SDM) is category C municipality which covers the entire southern part of Gauteng Province and consists of three local municipalities: Emfuleni, Midvaal and Lesedi. Towns within these municipalities include Vereeniging, Vanderbijlpark, Meyerton and Heidelberg. Townships include Evaton, Sebokeng, Boipatong, Bophelong, Sharpeville and Ratanda. The eastern areas of the district are mainly agricultural or rural. The main urban areas are Vereeniging and Vanderbijlpark, as well as the Evaton / Sebokeng residential complex, are concentrated in the western part of the district, in Emfuleni. Smaller urban concentrations are found in Meyerton, in Midvaal, and in Heidelberg / Ratanda in Lesedi.



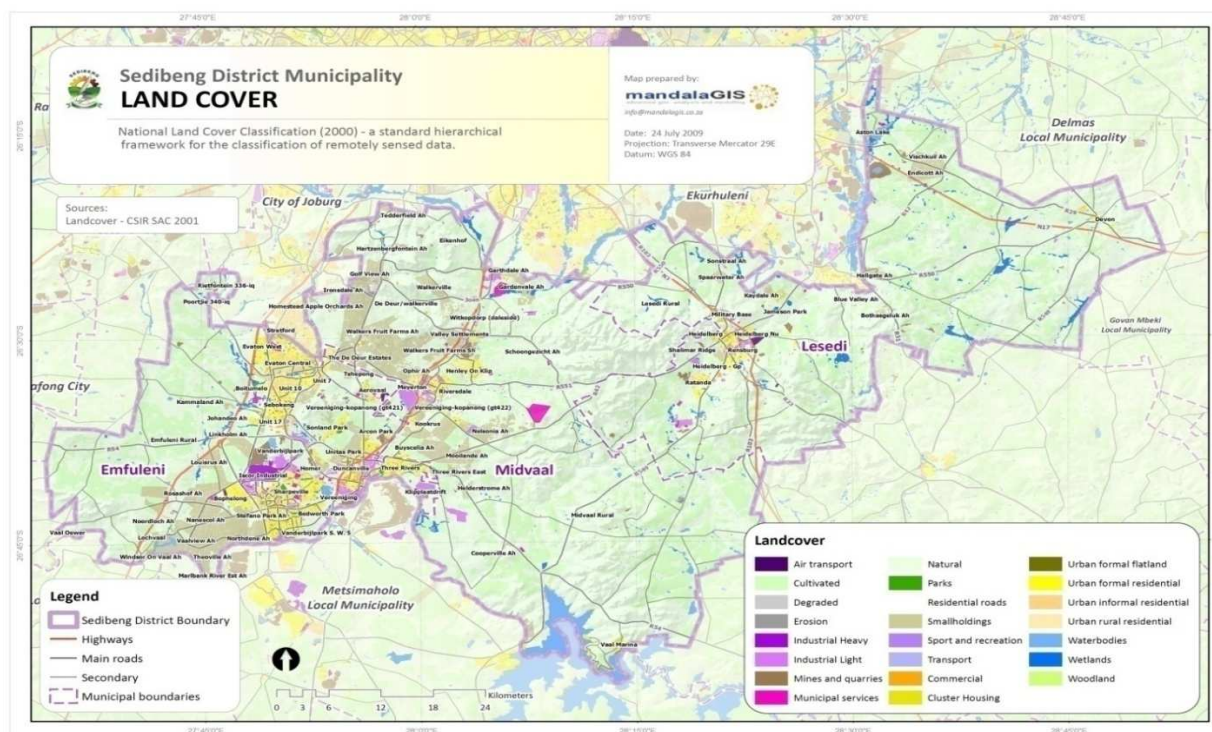
Source: Municipal Demarcation Board

The district is surrounded by the following municipalities;

- City of Johannesburg to the North;
- Ekurhuleni (East Rand) to the North-East;
- Delmas Local Municipality to the East;
- Metsimaholo Local Municipality to the North of Free State
- Merafong City of North West

SEDIBENG LAND COVER:

The total geographical area of the municipality is 4.185 square kilometer (km²) of the land cover of which Midvaal occupies almost half of the area of Sedibeng District, over 80% (1,728km²), followed by Lesedi at (1,489 km²) and Emfuleni at (968 km²).

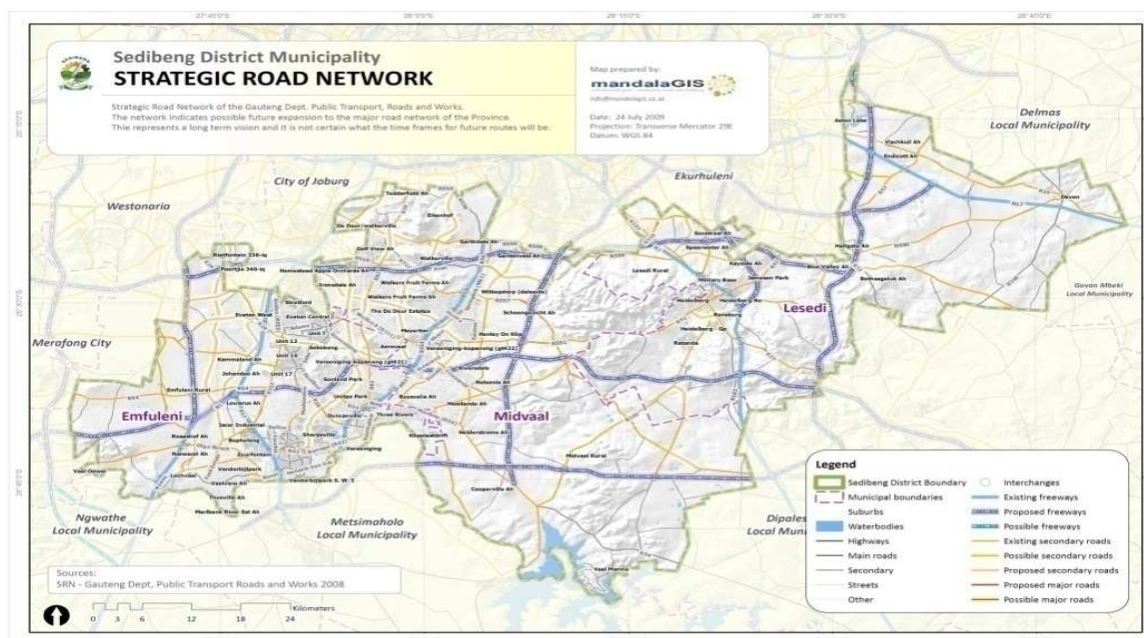


Source: SDM (Spatial Development Framework)

STRATEGIC ROAD NETWORKS (DEVELOPMENT NODES):

The district has an extensive road network at both the national and regional level, including the N1 toll-road, the R59 in the West and the N3 in the Eastern section of the district, which traverse the district and connect with the Ekurhuleni and City of Johannesburg Metropolitan. All major routes are predominantly on a North - South and tend to converge on the City of Johannesburg.

Regional main roads operating on a district tend to radiate out from or converge on the commercial centres of Vereeniging and Heidelberg. The R42 provides the main East-West linkage across the district. The highest concentration of roads is situated in the West, in Emfuleni in accordance with the high population density, extensive residential areas, proximity to large services centre (for example, Vereeniging and Vanderbijlpark). It also provides connectivity to Johannesburg and the Free State Province (SDM, 2003a).



The following identified roads provide important linkages and should be optimized to link historically disadvantaged communities to areas of major employment. These include:

- **Provincial Route R29** – main East-West linkage running parallel to the N17 in the North-Eastern part of the study area, linking Devon/Impumelelo with Vischkuil/Endicott and further West with Springs in Ekurhuleni.
- **Provincial Route R42** – this is the main East-West linkage through the district, stretching from the N1 at Loch Vaal in the South-West through Vanderbijlpark, Vereeniging, Heidelberg, and Nigel to Vischkuil/Endicott in the North-Eastern part of the study area and onwards towards Delmas in Mpumalanga.
- **Provincial Route R59** – The main North-South linkage through the study area, linking Vereeniging/Vanderbijlpark with Meyerton and northwards towards Alberton in Ekurhuleni.
- **Provincial Route R82** – a secondary North-South link, linking Vereeniging with De Deur and Walkerville and Johannesburg towards the North.
- **Provincial Route R54** – the main link between Sebokeng, Vereeniging and Vaal Marina in the South.
- **Provincial Route R553** – [Golden Highway] – an important North-South link between Vanderbijlpark through Sebokeng/Evaton towards Johannesburg in the North.
- **R57 from the N1 Southwards** – towards Metsimaholo Local Municipality.
- **R28** linking North-West Province from the West with Vereeniging.



ENVIRONMENTAL ANALYSIS:

Environmental quality has been an ongoing concern in the Sedibeng Region for a number of years. The Growth and Development Strategy through the pillar of “Reviving Our Environment” finally gives the region the means to comprehensively address this issue and ensure that its citizens live in an environment that supports a positive quality of life for them, their children and future generations. Sedibeng has identified awareness as a key intervention to assist communities to understand issues around the environment.

A number of programmes are implemented such as Bontle Ke Botho (Clean and Green programme) celebration of ad-hoc environmental calendar days. Lack of environmental skills in the region is addressed through the implementation of career exhibition programs which are supported by various stakeholders. The Environmental Division developed an **Environmental Programme of Action (EPoA)** as one of the outcomes of the regional environmental retreat that was held in June 2007. The aim of the EPoA is to provide strategic guidance for the environmental revival as envisaged in the Sedibeng Growth and Development Strategy.

The aim of the EPoA is to assist in ensuring a consistent approach across the municipalities and other key government stakeholders towards environmental management in the region. The EPoA identified three priority areas for intervention to address major environmental challenges namely: only 3 are mentioned i.e. water, waste and air quality.

WATER POLLUTION:

Sedibeng is faced with serious water pollution challenges in river systems and water bodies, notably the Kliprivier and Blesbokspruit which are polluted from runoffs from industrial areas, townships and waste water treatment works. The Kliprivier is one of the most polluted rivers in the Sedibeng District as a result of mining and industrial activities in the upper catchments, outside the borders of the Sedibeng.

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The state of Sedibeng’s surface and ground water quality is influenced by activities within and beyond the boundaries of Sedibeng. External pressures, emanating from mining and industrial

activities on the West Rand (Roodepoort and Randfontein) and East Rand (Germiston, Boksburg, Brakpan and Springs), are major contributing factors to the current state of surface and ground water quality in Sedibeng.

The largest internal pressures are limited to the industrialised and urban areas in Emfuleni, including Meyerton, Vanderbijlpark and Vereeniging. Rural areas in Midvaal and Lesedi, where agricultural activities dominate, have a lesser, but nonetheless important, influence on the surface and ground water quality. Heidelberg and Devon, which are the main urban areas of Lesedi, also contribute to surface and groundwater deterioration through urban associated pollution.

The main pressures on the quality of surface and groundwater resources in the Sedibeng District are the following:

- Mining activities, including physical mining practices and mining effluent release from mineral extraction and mine dumps;
- Industrial activities;
- Water treatment works;
- Informal settlements, which usually lack services;
- Poorly serviced high-density residential settlements;
- High-density urban areas;
- Coal combustion on the Mpumalanga Highveld, which results in acid rain in the Sedibeng District;
- Water abstraction for urban and agricultural use;
- Flow reduction in streams and rivers as a result of dams and weirs; and
- Agricultural activities.

WASTE:

Sedibeng's history with regards to waste management is not that different to the South African situation in general. The issue of waste as with most local, provincial and national departments has many facets including economical, physical, social and political. Waste management has traditionally taken place on an ad-hoc basis to meet the current needs, with very little foresight into the future needs of an ever-increasing population.

Identification of landfill sites has generally taken the form of unplanned site location with little or no thought of design to reduce potential impacts to the environment, neighbouring communities, etc. With the development of the minimum requirements by the Department of Water Affairs and Forestry (DWAF) for waste disposal by landfill the identification of landfill sites now take a much more pro-active approach in reducing further negative consequences related to an activity such as planning and design.

Local authorities in Sedibeng have indicated that they have neither sufficient funding nor adequate trained staff, to effectively plan and execute their waste management functions in a sustainable manner. Communities have also not been involved in the identification of the landfills, which has resulted in community resistance and/or limited support. The level of services varied by area and in particular the previously disadvantaged areas have been left without proper waste management services. In order for Sedibeng to address waste management it needs to address the following:

- Waste prevention;
- Waste minimization;
- Resource recovery;
- Treatment; and
- Safe disposal

AIR QUALITY:

Air quality is affected by the climate, the landscape, natural and economic activities that take place in an area. There are different sources of Air pollution: emissions from industrial processes, domestic fuel burning, vehicle exhaust emissions and waste facilities.

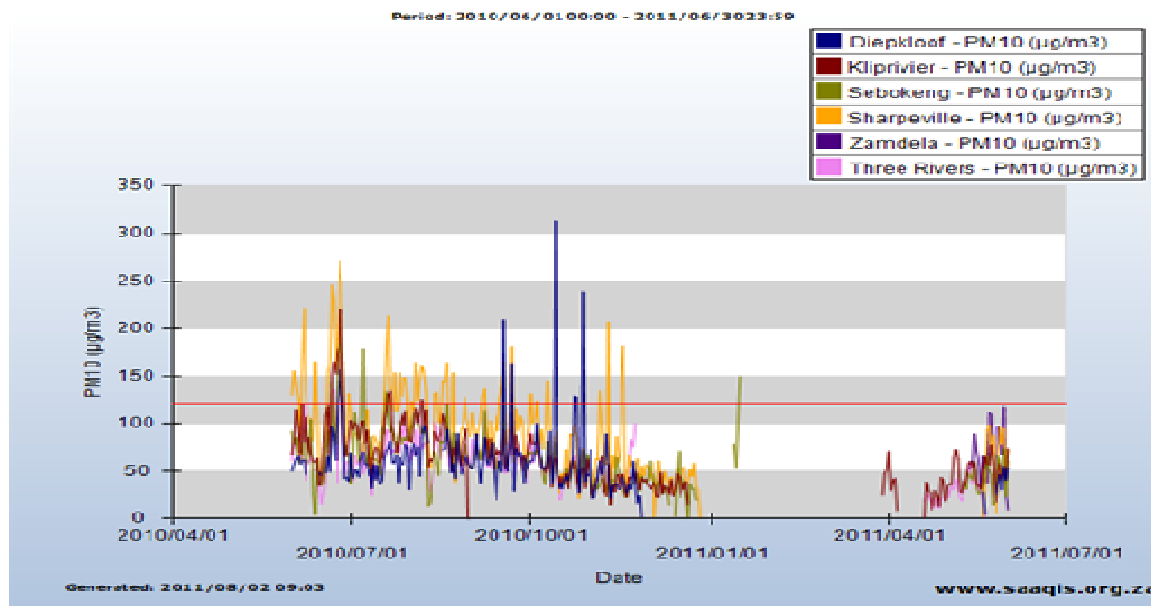
Sedibeng District Municipality is regarded as one of the most polluted municipality because of the level of industrialization in the areas within the Emfuleni Local Municipality and Midvaal Local Municipality. The Emfuleni Local Municipality and Midvaal Local Municipality have been declared to be part of the first national priority area the Vaal Air-shed Priority Area because of the elevated level of pollution within the area. Lesedi local Municipality is also included in the second declared priority area, that of the Highveld Priority Area which includes areas in Mpumalanga and Ekurhuleni. Particulate matter has been identified as a pollutant of concern within the region and the major contributors for particulate matter (PM₁₀) is both industrial sources and domestic sources especially in winter.

a) Climate Change:

SDM needs to assess the vulnerability of the region towards effects of climate change. The assessment will inform adaption or mitigation measure which the district can implement. In an attempt to improve the quality of air in the region Sedibeng is participating fully in both priority area Air-shed implementation forum that seeks to ensure the implementation of projects that are identified in the priority area plans (Vaal Triangle Air-shed Priority Area and Highveld Priority Area Air Quality Management Plan).

The plans have been adopted by Sedibeng District Municipality as the region's Air Quality Management plan in order to inform the management of air quality within the region. The objectives of the priority area plans are the same as the district objectives that of achieving clean air for the residents of the region.

The graph below indicates the elevated levels of particulate matter as measured by ambient monitoring stations within the priority area. It is evident that most of the accidents are recorded in winter months which could be linked to domestic coal burning and temperature inversions over this period.



Source: www.saaqis.org.za

Sedibeng District Municipality has as of the 1st April 2010 been delegated the function of an Atmospheric Emission licensing authority in terms of the Air Quality Act 39 of 2004. The licensing authority functions involves the licensing of listed industrial activities. The licensing of industrial activities is identified as an important function of the municipality towards regulating emissions and ensuring atmospheric emission control

The municipality is currently having a number of challenges with regard to availability of both human and financial resources to efficiently execute the function of air quality management. The lack of these minimum resources results in the district not being able to implement programmes that are directed at reducing air pollution within the region.

Despite the number of challenges to date the municipality has managed to issue a number of licenses to industries in the region. The licensing of industries has been identified as a critical mechanism of ensuring that industries are regulated and emissions improved. The focus is rather not on issuing licenses only, but together with the local municipalities and with the support from province compliance monitoring exercises are conducted in the region.

b) Municipal Health Services

All citizens in the Sedibeng District require a safe and clean environment to work and live in. Analysis on the state of Municipal Health Services in the district highlighted the following aspects:

- Poor ambient air quality as a result of Industrial activities and the burning of fossil fuel at household level (Poor indoor air quality)
- Unhygienic production, storage and transport of fresh milk within the District.
(The bulk of fresh milk for the Gauteng province is produced in the Sedibeng District)
- Non compliance of Funeral Undertakers with minimum environmental health standards.

- Poorly maintained sanitation facilities at some state owned premises (schools, public buildings and health institutions)
- Preparation, storage and transport of game meat specifically during winter months from May – September
- Hygienic standard of Informal foods specifically at pay out points for pensioners and other social grants
- Non compliance at Informal crèches with minimum environmental health standards
- Occasional Organo Phosphate poisoning in rural areas from time to time.
- Indiscriminate dumping of waste including hazardous waste.(None of the solid waste sites are licensed within the District)
- The illegal use of tobacco products within public buildings, facilities and in the workplace

TOURISM:

The Sedibeng region, with its diverse tourism offerings, embedded in rich cultural and natural heritage products, has the potential to grow into a major tourism destination.

Sedibeng district has been classified as an area with above average tourism potential.

The classification is based on the following:

- Natural Resources, Cultural Heritage Resources, Scenic Attractions, Close proximity to Johannesburg and major travelling routes, Proximity to markets and airports, Strong infrastructure, Inland water resources, Tertiary Education Facilities, Quality medical facilities.

INTERNATIONAL TOURIST VISITING SEDIBENG:

Sedibeng received a total of 134 276 international tourist in 2010. In 2011 the total number of international tourist visiting Sedibeng increased to 145 513 (Table below). Emfuleni was patronized by 74% of the total number of international tourism visiting Sedibeng and received a 7.78% year on year increase between 2010-2011.

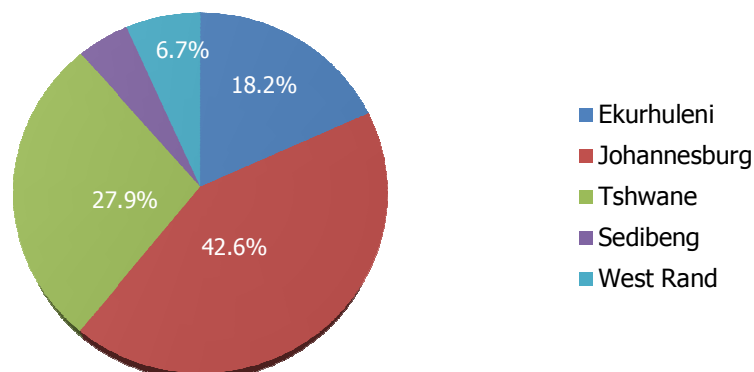
Total number of International Tourist in Sedibeng:

IHS Global Insight Regional eXplorer 646 (2.5h) Code		2010 TSTOI10	2011 TSTOI11	2012 TSTOI12	% increase
DC42: Sedibeng District Municipality					
H421	Emfuleni Local Municipality (GT421)	99 653	107 967		7.70%
H422	Midvaal Local Municipality (GT422)	21 178	23 273		0.00%
H423	Lesedi Local Municipality (GT423)	13 440	14 273		5.80%
Grand Total:		134 270	145 513		7.73%

Source: Global Insight 2011

Sedibeng only receives 4.7% of international tourist visiting Gauteng as demonstrated by the graph below. West Rand receives 6.7% of Gauteng's international tourist. A large portion of International Tourist spend the night in the City of Johannesburg and City of Tshwane which have a percentage of 42.6% and 27.9% respectively (*Source, Global Insight 2011.*

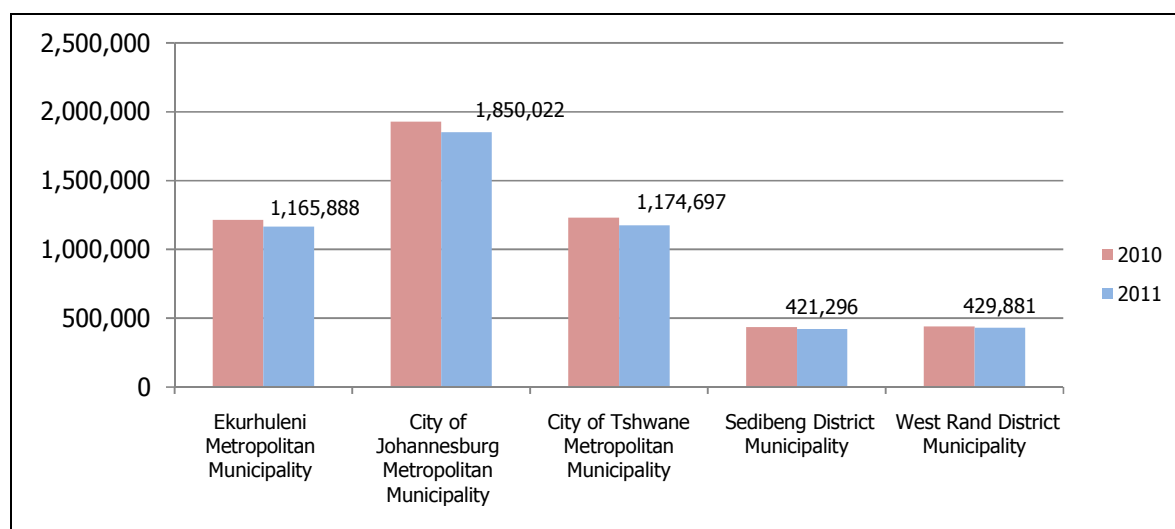
Gauteng's regional share of arrivals



Source: Global Insight 2011

DOMESTIC TOURIST:

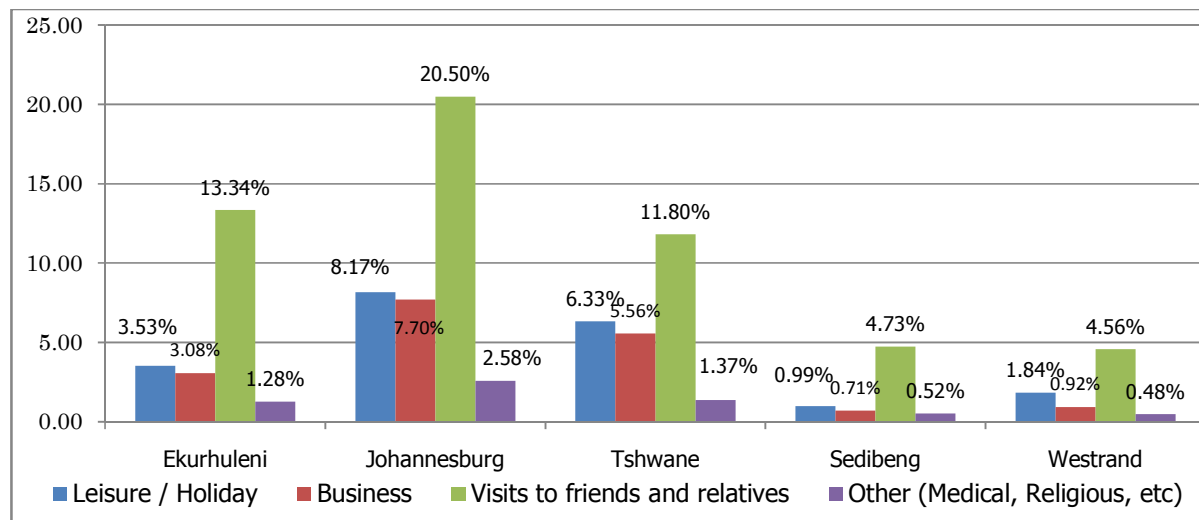
Sedibeng still receives the least number of domestic tourist (421 296) when compared with the other regions in Gauteng, including West Rand District Municipality (429 881). As is the case with international tourist, City of Johannesburg receives the highest number of domestic tourist as demonstrated by the table below (Source, Global Insight 2011).



Source: Global Insight 2011

Research further shows that although Sedibeng has world class accommodation facilities, less than 1% of domestic tourists come to Sedibeng for holiday or leisure when compared to the rest of Gauteng. The main reason cited by domestic tourists in Sedibeng come to visit friends and relatives, 4.73% as shown by the table below.

SHARE OF REGIONAL PURPOSE OF VISIT:



Source: Global Insight 2011

REVENUE GENERATED FROM TOURISM:

Sedibeng receives the least amount of total revenue generated from tourism in Gauteng, 5.07%. West Rand receives 6.62% whereas City Joburg spend is 42.09%. Considering that R27.5 billion of revenue was generated in 2011 from tourism in Gauteng in 2011, there is great potential for tourism to create sustainable jobs and attract foreign direct investment. Furthermore, Gauteng enjoys the lion's share of bednights in South Africa, 40% as per table below, of which Johannesburg has the biggest share. Of the 66.2 million bednights spent in the country, Gauteng enjoyed almost 40% share.

Sedibeng is only 50km from Johannesburg and has more scenic routes, cultural heritage sites as well as a river running through. It is imperative that intensive marketing of the region be done to attract both international and domestic tourist who are already in Johannesburg to Sedibeng.

SEDIBENG REGIONAL TOURISM:

Recognising the volatility of the manufacturing sector that is the backbone of Sedibeng, tourism has been identified as a key alternative sector that needs to be promoted and developed intensively. During the economic downturn of 2009, Sedibeng's Gross Domestic Product per Region (GDP-R) dropped by 7.6% compared to 1.5% drop nationally. Also Manufacturing and Community Services account for 40% of employment in the region. This strong dependency of Sedibeng on Manufacturing makes the economy extremely vulnerable to fluctuations in the global market and demand for steel.

It is for this reason that the RTO (a municipal entity in partnership with the private sector) is being established with a mandate to promote and develop the Sedibeng Region as the preferred destination of choice for all facets of tourism to attract domestic and international tourists to the benefit of the local community.

The objectives of the RTO are as follows.

- Raise tourism awareness, develop custodianship and build capacity within the community.
- Facilitate business support services aimed at improving competence and build capacity in the tourism sector (e.g. education and training) and improve the quality of tourism products (quality assurance)
- Identify and profile potential tourism resources (e.g. routes and experiences) and attractions within local communities
- Facilitated the creation of job opportunities in the tourism sector.
- Build the Vaal 21 Brand

Through the RTO, Sedibeng will be able to contribute towards the achievements of the targets set out in the National Tourism Sector Strategy which are increase tourism total and indirect contributions to the economy from R189,4 billion (7.9%) in 2009 to R318,16 billion in 2014 to R499 billion in 2020.

The Strategic Objectives of the National Tourism Sector Strategy are;

Theme 1: Tourism growth and the economy;

- To grow the tourism sector's absolute contribution to the economy
- To provide excellent people development and decent work with in the tourism sector
- To increase domestic tourism's contribution to the tourism economy
- To contribute to the regional tourism economy

Theme 2: Visitor experience and the brand

- To deliver a world class visitor experience
- To entrench a tourism culture among South Africans
- To position South Africa as a globally recognised tourism destination brand

Theme 3: Sustainability and good governance

- To achieve transformation within the tourism sector
- To address the issue of geographic, seasonal and rural spread
- To promote "responsible tourism" practices within the sector
- To unlock tourism economic development

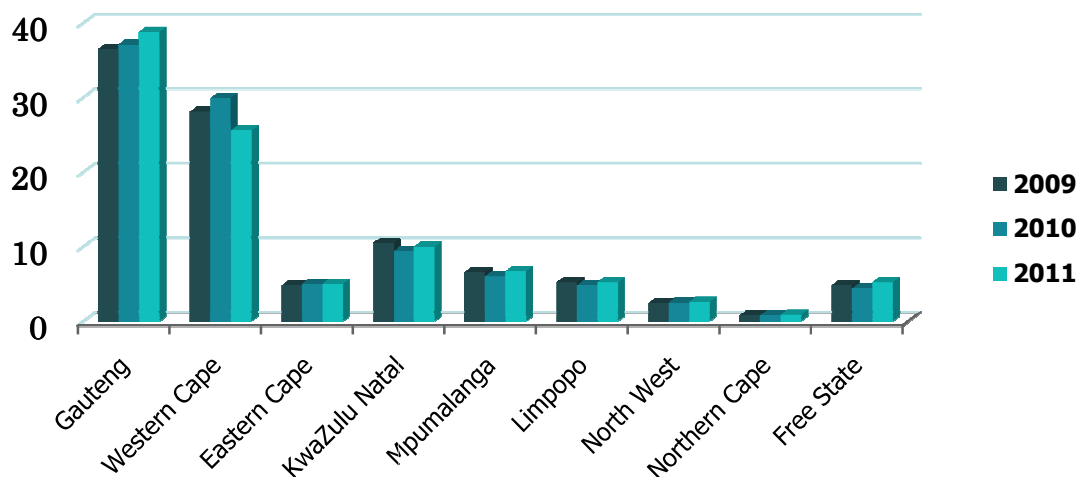
Each of themes have five (5) specific yearly targets which are further elaborated in the National Tourism Strategy.

Domestic Tourism for the next 10 years according to the NTSS are as follows

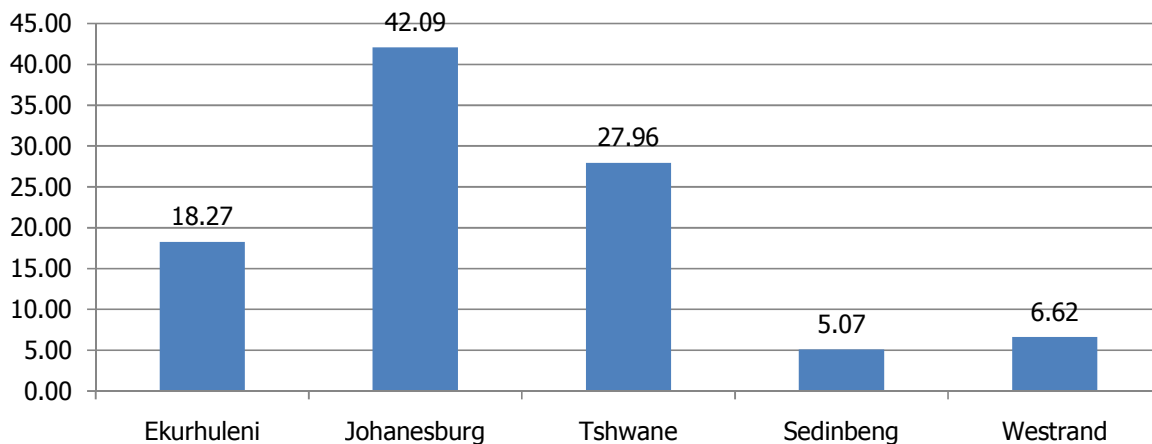
- Increase the contribution of domestic tourism as a percentage of the overall tourism contribution to GDP from 54.8% in 2009 to 55% in 2015 and 60% in 2020
- Increase the total number of domestic trips from 30,3 million in 2009 to 40 million in 2015 and 54 million in 2020 and
- Increase the total number of domestic holiday trips from 4 million in 2006 to 6 million in 2015 and 9 million in 2020.



Percentage of Bednights Spent in Province



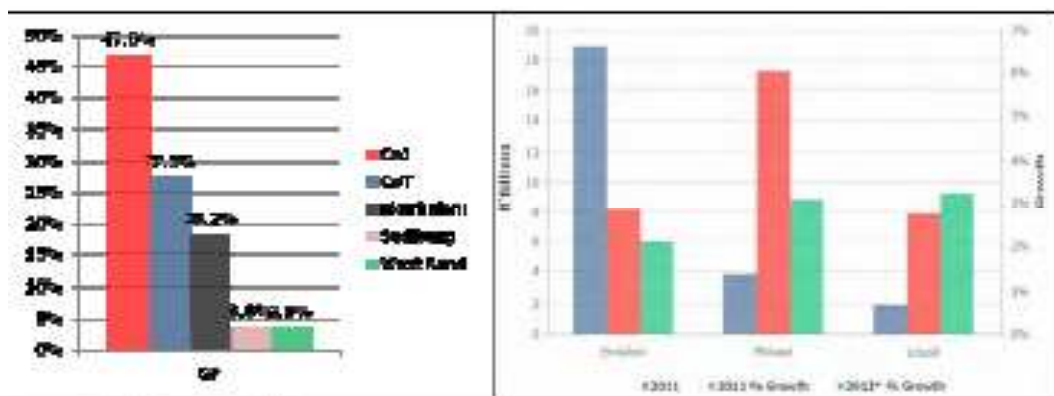
Spend in Gauteng Regions 2011



ECONOMY AND EMPLOYMENT:

The economy of Sedibeng is measured in terms of the Gross Value added (GVA), which is the total value of the final goods produced and services rendered within a geographical area, within a particular year. The economy of the region is important as it can affect employment, influence migration patterns and enable improvements in living conditions. The economies of the Sedibeng local municipalities are analyzed in this subsection in terms of their GDP-R, sectoral composition and trade position.

Gross Domestic Product-R and Outlook, 2011 & 2013



Source: Global Insight 2012.

The figure above shows total GDP-R in 2011, the growth rate that year, for the three local municipalities of Sedibeng and forecasts for 2013. Sedibeng remain the fourth largest contributor to the Gauteng economy at 3.8% and followed by the West Rand at 3.6% while the City of Joburg remains the highest contributing municipality.

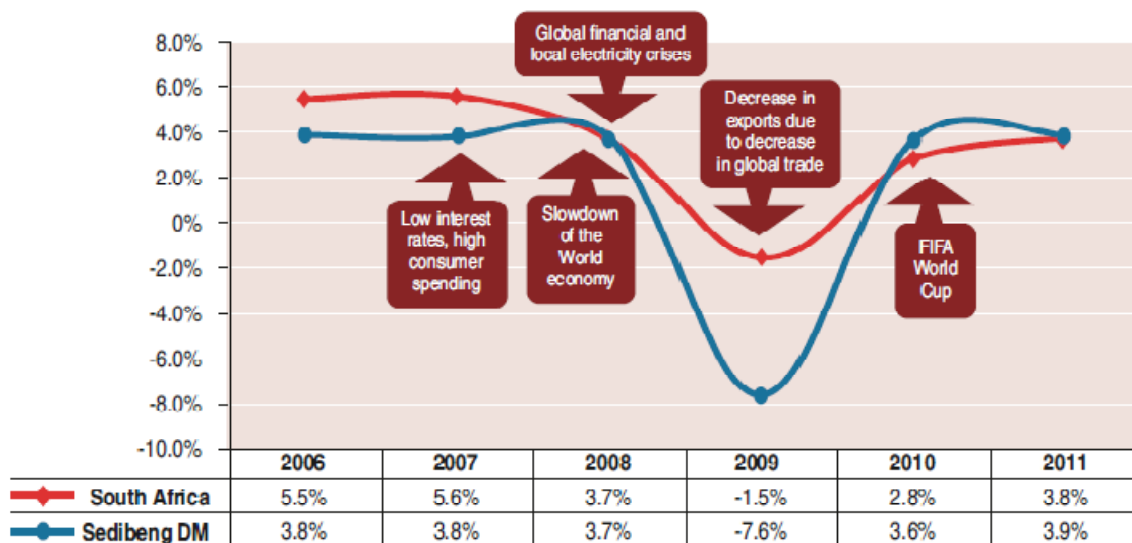
Emfuleni had the largest of the three economies in the region, at just under R19 billion in 2011 after 2.9 percent growth during that year. In 2013, Emfuleni was expected to record a lower growth rate, at 2.1 percent. Midvaal had the second largest economy, with a GDP-R of R3.8 billion.

The Midvaal economy is about a fifth the size of the Emfuleni economy, but almost twice as large as that of Lesedi. Midvaal had the fastest growing economy in Sedibeng, at 6 percent. At 3.1 percent, the 2013 forecast for Midvaal is approximately half the rate it recorded in 2011. Lesedi had the smallest and slowest growing economy. Its GDP-R was just R1.9 billion in 2011, and its growth rate of 2.8 percent was slightly lower than that of Emfuleni. Lesedi is the only Sedibeng municipality predicted to experience faster economic growth in 2013, with a forecast of 3.2 percent.

ECONOMIC TRENDS:

The GDP-R historic trends of the Sedibeng District Municipality compared to the GDP-R historic trends of South Africa are shown in the figure below. It indicates that the growth of Sedibeng has been steady between 2006 and 2007, and then declined sharply before increasing again in 2010, where it has been growing steadily again in 2011. In 2009, the sharp drop in the economic growth

can be ascribed to the global economic crunch, affecting the global economy as exports declined. The economic growth for Sedibeng is estimated to be higher than the economic growth for South Africa.

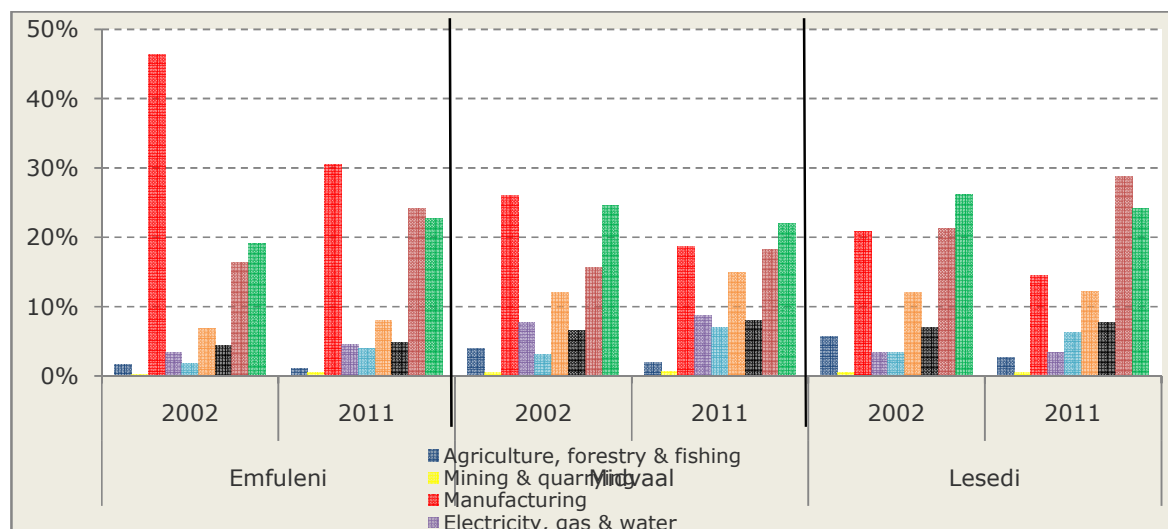


Urban Econ calculations based on Quantec data, 2012

SEDIBENG REGION SECTORAL ANALYSIS:

The sectoral analysis gives overview and understanding of the contributions made by different economic sectors of the region and also with that of the Province and the National.

Percentage contribution of economic sectors to the total GVA of Sedibeng Region, 2002 - 2011:



Source: HIS Global Insight, 2012

The figures above shows the shares of Gross Value Added by Region (GVA-R) accounted for by each economic subsector for each of the local municipalities in the years 2002 and 2011. The Emfuleni local municipality experienced little growth in the economic sub-sectors which account for

the largest shares of its economy. Manufacturing, for example, grew by 16.6 percent between 2002 and 2011, a rate of 1.32 percent p.a. It thus accounted for only 37 percent of the Emfuleni GVA-R in 2011, down from 48.8 percent in 2002.

According to Global Insight 2012, the GDP-R growth of Midvaal was the highest compared with the other local municipalities. This growth can be explained by the fact that Midvaal had strong growth in sub-sectors which accounted for large shares of its economy, while the strongest growing sub-sectors in Emfuleni and Lesedi were those which account for low shares of their economies, such as mining & quarrying and construction. Midvaal has experienced growth of 1.52 percent p.a. in manufacturing over the ten-year period.

Manufacturing's share Manufacturing's share fell, however, from 25.5 percent in 2002 to 20.6 percent in 2011, because other sub-sectors grew even faster. Two other sub-sectors which make up a large share of Midvaal's economy, finance & business services and wholesale & retail trade,

respectively grew by 98.8 and 100.4 percent (or 1.58 and 1.9 percent p.a.) between 2002 and 2011. Finance & business services increased its share of the Midvaal GVA-R from 16.7 percent in 2002 to 20.1 in 2011, while the share accounted for by the wholesale & retail trade rose from 11.8 percent to 13.8 percent. The construction sub-sector in Lesedi grew by 1.65 percent p.a. between 2002 and 2011, raising the sub-sector's share of the municipal GDP-R from 3.5 to 7.5 percent. Finance & business services in the municipality grew by 1.56 percent p.a., with its share increasing from 17.4 to 21.7 percent

a) Manufacturing Sub Sector:

The predominant economic sector in the district is the manufacturing of fabricated metal and chemicals. In the metal sector, the Arcelor-Mittal (Formerly known as ISCOR) Steel plant, the Cape Gate Davsteel Wire and Steel plant and the Ferromanganese plant of Samancor are the three main large baseline plants in the district while DCD-Dorbyl Heavy Engineering is the biggest manufacturer of the engineered products in Southern Africa.



Sedibeng region has experienced high level of investor confidence that has seen a phenomenal investment growth for the region in a number of manufacturing, metal and engineering sectors. SASOL, which the primary plant of the District is based in Metsimaholo Local Municipality in the Free State, is the major player in the chemical industry in the district. Manufacturing projects more recently introduced include a Heineken plant, a Liquid Fuel Mass Storage Hub and a Coca-Cola South Africa plant. Sedibeng is one of the five most important centres of high value mass production manufacturing in South Africa. According to the Provincial socio economic review and outlook 2012, the trade effect of the world recession hit the manufacturing sub-sectors hardest in many of Gauteng municipalities. The share of the sector to the economy of the region was at 43.3% in 2001 and 35.3% in 2009 and 30.8% in 2011.

The manufacturing sub-sector lost a portion of its share of GDP-R by 2010, while the construction sub-sector grew but from a low base. However the region's larger base, still remain manufacturing being the largest sub-sector in 2010.

The absolute changes in the manufacturing sector in the period from 2006 – 2011 is indicated in the figure below. Although the metals, metals products machinery and equipment subsector is the biggest contributor to the Manufacturing sector, it has also seen the biggest decrease in GVA in this period, at about -10.7%. The other main contributors are the Petroleum products, chemicals, rubber and plastic, rubber and plastic sector and the food, beverages and tobacco sector.

Figure: Absolute changes in the manufacturing GVA (R'mil, constant price 2005)



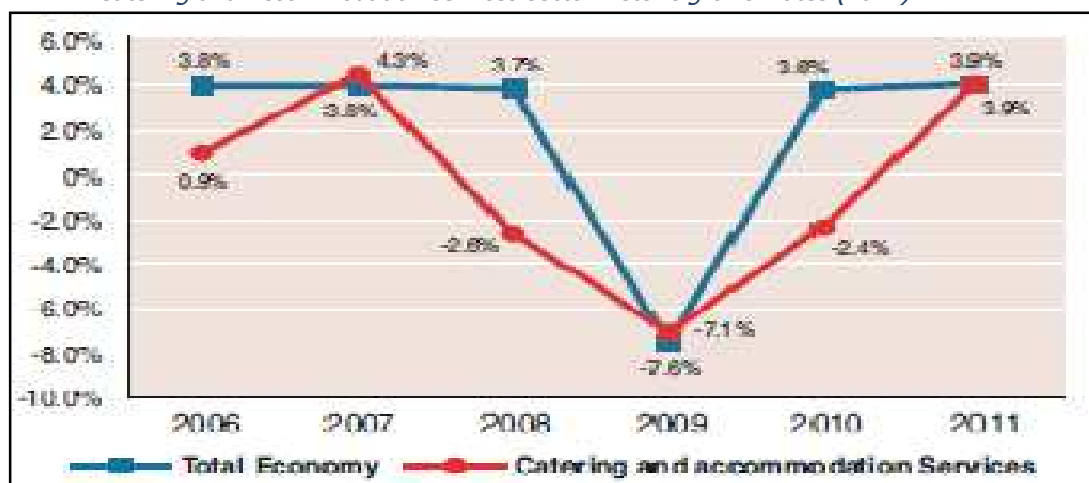
Source: Urban Econ Calculations based on Quantec data 2012

b) Tourism Sub Sector:

For this section of the analysis, the subsectors catering and accommodation services have been used to indicate the growth rate of the Sedibeng District Economy's Tourism, as tourism in itself is spread over all other industries and sectors. The Figure below presents the catering and accommodation services subsector in terms of the historic growth between 2006 and 2010, and compares it to the total economy of Sedibeng.

The shape of the catering and accommodation services subsector curve of Sedibeng and that of the municipality's total economy has more or less the same shape, indicating similar growth during certain periods in time. Sedibeng's catering and accommodation services subsector, however, did not decline as sharply (-4.5%) as that of its total economy (-11.3%) in 2008, and also grew at a slightly lower rate than the catering and accommodation subsector of its total economy in 2010.

Catering and Accommodation services sector historic growth rates (2011)

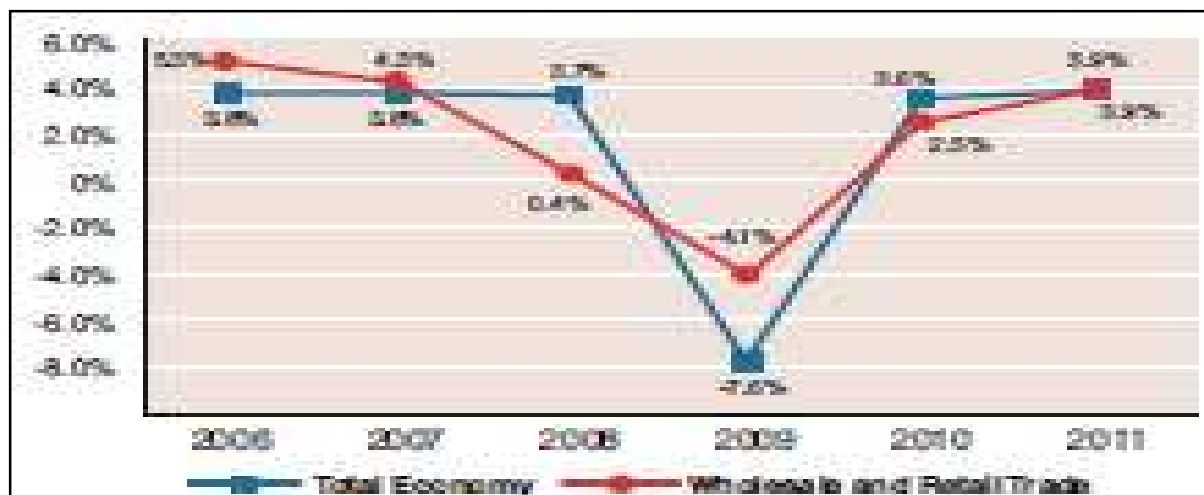


Source: Urban Econ Calculations based on Quantec data 2012

The Sedibeng District Municipality boasts 270 different tourism related products. These include a diverse range of tourism attractions, such as adventure, heritage, arts and culture, nature, sport, business and educational offerings, e.g. the Vaal River, Vaal Dam, Sharpeville Precinct and Suikerbosrand Nature Reserve.

c) Trade Sub Sector:

The trade section encompasses wholesale and retail trade, and forms part of the Tertiary sector. Again, the shapes of the curves are very much alike, emphasizing a similar sensitivity to the impact on the Sedibeng's economy during certain periods in time. The Trade sector, however seems to have been a bit more resilient to the exogenous impacts of the global economic crisis in 2009, by showing a growth rate of -4.1% compared to the -7.6% growth rate of the total economy. The Trade sector also indicated a more gradual decline in its growth rate in the period from 2007 – 2009. The table below shows the historical growth rate for Sedibeng's Trade sector compared to the municipality's total economy.

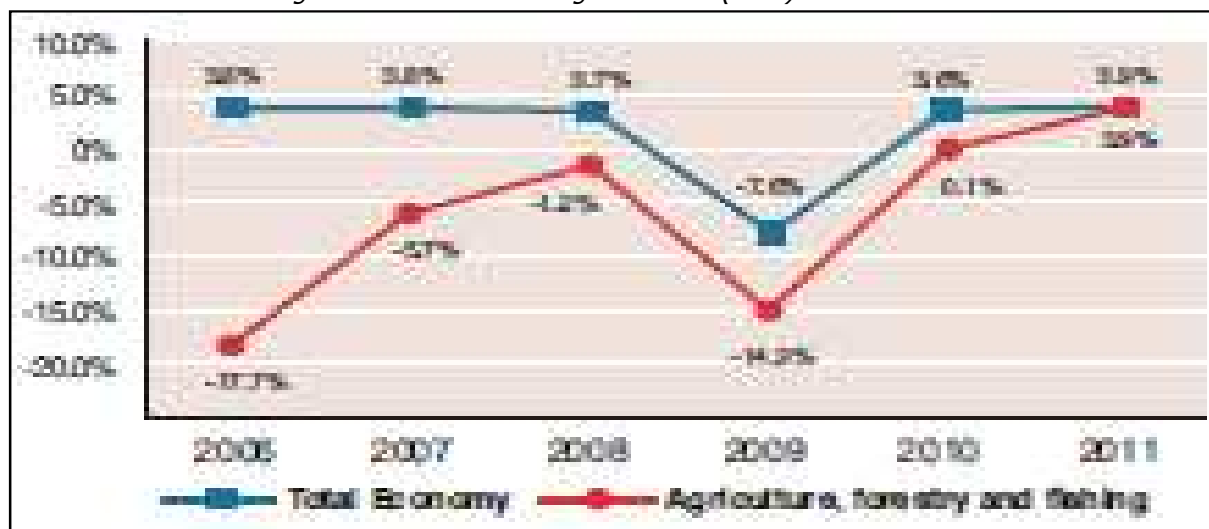


d) Agricultural Sub Sector:

Agriculture sector encompasses agricultural activities as well as forestry and fishing, and forms part of the Primary sector. In 2011, the Agriculture sector contributed a mere 0.4% to Sedibeng's GVA, with a total contribution of R 106 million.

In the figure below, it is evident that the agriculture sector grew at a far lower rate than that of the total economy in 2006, with a growth rate of -17.7%. In 2007, the agriculture sector was still growing at a negative rate of -5.7%, but it has increased from the previous year. In 2009, the growth rate for the agriculture sector declined sharply again, but it has seen a steady increase after that to an estimated growth rate of 3.9% in 2011. In comparison, the growth rate of the total economy was higher in 2006 and in 2007 than that of the agriculture sector, but the shape of the total economy's curve was very similar to that of the agriculture sector in the period from 2008 to 2011.

Agricultural sector historic growth rates (2011)



Source: Urban Econ Calculations based on Quantec data 2012

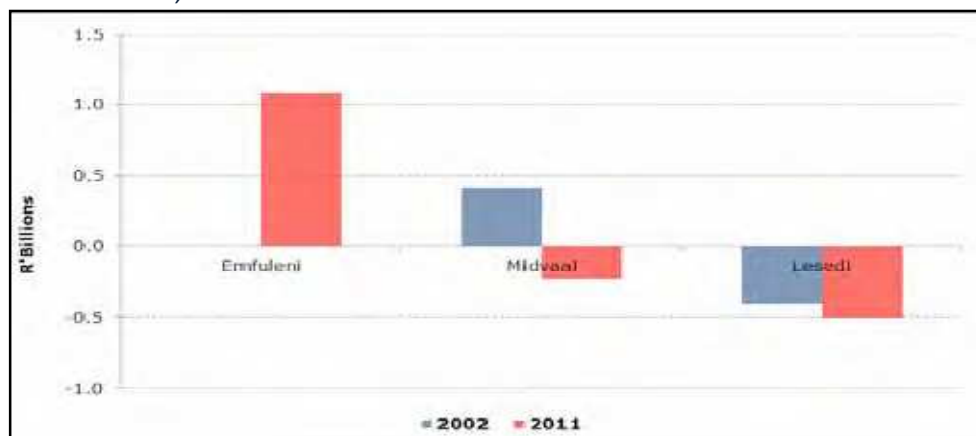
The reasons for the extreme fluctuations in the agriculture sector of the Sedibeng could be ascribed to the fact that the sector's average contribution to the total economy of the Sedibeng is 0.8%. This means that any small change in the economy will reflect as a large change in the growth rate, and because of the relatively small size of the agriculture sector of the Sedibeng, any impact on the municipality's economy will reflect as an enormous impact on the agricultural sector's growth rate.

The Maize Triangle Scheme was launched in 2010, and could be the reason behind the positive growth rate for that year. This scheme aims to provide support for farmers, and to build capacity amongst them, while at the same time assisting them in order to become more self sufficient and to ensure food security. This scheme might also have had a positive reaction to the issue of job creation.

e) Trade Position:

Local municipalities in Sedibeng are not isolated entities, pursuing their economic objectives in seclusion. They trade with one another and produce goods and services which are traded internationally. This sub-section examines the trade positions of the Sedibeng local municipalities.

Trade Balances, 2002 & 2011

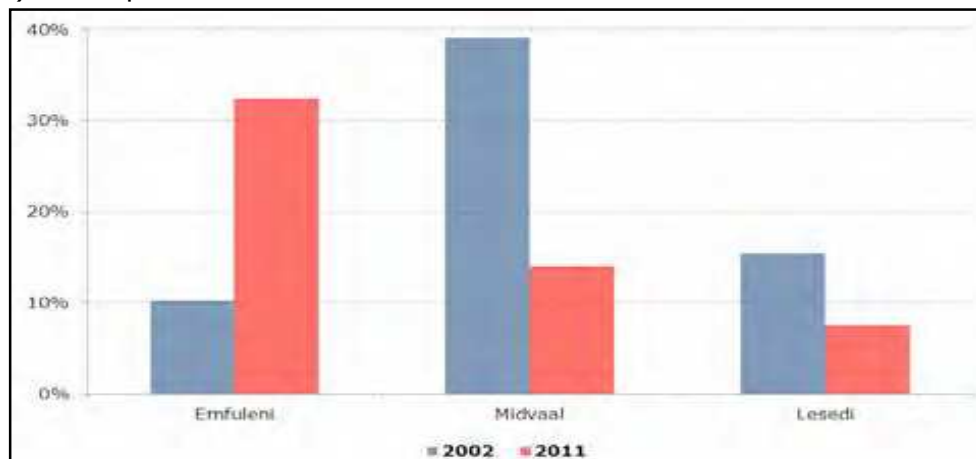


Global Insight 2012

The figure above shows the trade balances of the Sedibeng local municipalities for the years 2002 and 2011. In 2002, Emfuleni had a comparatively small trade deficit of R4.5 million. By 2011, this municipality was the only one to record a trade surplus, with a substantial R1.1 billion. As shown in the figure below, Emfuleni has significantly increased the percentage of its economy accounted for by exports. Midvaal had a positive trade balance of R412 million in 2002, but by 2011 had a trade deficit of R231 million.

This is due to the relatively small increase in total export value from Midvaal when comparing 2002 and 2011. There was also a significant increase in the total value of imports, with greater demand likely fuelled by rising incomes. As shown in Figure 3.20, of the three municipalities Midvaal also has the highest income per capita. The trade deficit of Lesedi increased from R409 million in 2002 to R504 million in 2011

f) Exports:



Source: IHS Global Insight

The figure above shows total export values for Emfuleni, Midvaal and Lesedi, as percentages of the GDP-R, for the years 2002 and 2011. The percentage for Emfuleni rose from 10.3 percent in 2002 to 32.4 percent in 2011. This municipality recorded low increases in traditionally export-commodity-oriented sectors such as mining & quarrying and manufacturing, as shown in Figure 3.6, but has increased exports significantly.

According to information from IHS Global Insight, the largest export categories for Emfuleni in 2011 were iron & steel and articles of iron, with 81.3 and 9.6 percent respective shares of total exports. The Midvaal export value, as a percentage of GDP-R, fell from 39 percent in 2002 to 14 percent in 2011.

The GDP-R of the municipality has risen significantly, but its export value declined for 2011, suggesting that the majority of the municipality's additional output is being consumed locally. The highest shares of Midvaal's exports were made up of electrical machinery & equipment (at 29.2 percent) and iron & steel (26.9 percent). The majority of Lesedi's economic growth has been in non-export sectors, such as construction, with the municipality's export value as a percentage of GDP-R falling to 7.5 percent in 2011 from 15.4 percent in 2002. At 26.4 and 16.6 percent respectively, Lesedi's exports consisted primarily of vehicle parts & accessories and articles of leather.

LABOUR MARKET:

This section reviews the labour market of Sedibeng's local municipalities. It includes a review of each local municipality's labour profile, followed by a sectoral analysis of employment and a review of unemployment.

Table: Labour force Statistics per municipality in Sedibeng (2011)

Indicators	Emfuleni	Midvaal	Lesedi
Working age population	501, 784	67,182	68,254
Economically active	310, 097	45,956	42,560
Employed	202, 543	37,336	31,518
Unemployed	107, 554	8,620	11,042
Not economically active	191, 687	21,226	25,694
Unemployment	34.7%	18.8%	25.9%

Note: Census data is used in this table because the QLFS does not give data on local municipalities. The QLFS is, however, officially recognised as the most accurate source of labour statistics.

The table above shows the labour profiles of the local municipalities within Sedibeng. Because of its larger population, Emfuleni had the highest number (501,784) of persons in its working age population in 2011. This was followed by Lesedi (68,254), while Midvaal had the smallest number, at 67,182. At 61.8 percent, Emfuleni had the smallest percentage of economically active persons compared with its working age population.

This means that 38.2 percent were in the NEA category. 68.4 percent of the working age population of Midvaal was economically active, while Lesedi had 62.4 percent. Their NEAs thus accounted for 31.6 and 37.6 percent, respectively. At 202,543, the employed in Emfuleni made up 40.4 percent of the working age population. Midvaal had the highest percentage of its working age population employed, at 55.6 percent.

The 31,518 people who were employed in Lesedi accounted for 46.2 percent of the working age population. There were 107,554 unemployed people in Emfuleni, thus giving an unemployment rate of 34.7 percent, the highest unemployment rate of all the municipalities in Gauteng. Midvaal had 8,620 unemployed people, an unemployment rate of 18.8 percent. Lesedi had 11,042 unemployed people, an unemployment rate of 25.9 percent.

EMPLOYMENT

According to the Adcorp Employment Index report for August 2011, points to the uncertainty currently surrounding economic conditions in the country. According to the report, Stats SA's of July 2011, figures for mining and the manufacturing indicate a slowdown in production. The EPWP is one of the interventions that Gauteng is pursuing in order to alleviate the pressures of unemployment and poverty.

Employment by Sector in the region, 2011

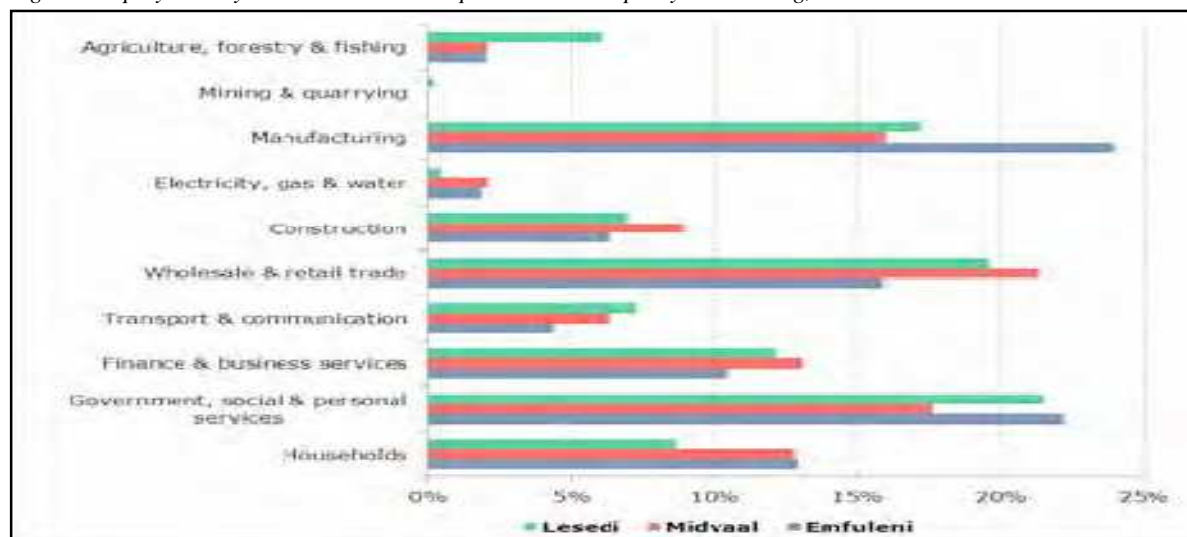
Sector	Gauteng	Gauteng	Emfuleni	Midvaal	Lesedi
Formal Sector	76.6%	75.9%	77.5%	71.0%	71.9%
Informal Sector	8.9%	9.6%	9.4%	9.8%	10.6%
Private Households	12.1%	12.1%	11.0%%	16.2%	13.6%
Do not know	2.4%	2.5%	2.5%	3.1%	3.9%

Source: Stats SA 2012

The table above shows employment by economic sector in the region as well as Gauteng in 2011. It indicates that the Formal Sector had the biggest employers in the region at 75.9%. In all three local municipalities in Sedibeng, Emfuleni with high population rate had the highest percentage of 77.5 percent, followed by Lesedi local municipality at 71.9% and Midvaal at 71.0%.

In terms of the informal sector only who are struggling to find employment in the mainstream economy can be able to work in this sector. As people struggle to find work in the formal economy, they will turn to the informal sector. In terms of informal employment per local municipality in Sedibeng, Lesedi had the highest in this category, at 10.6% followed Midvaal at 9.8% and Emfuleni at 9.4%

Figure: Employment by Sectoral sub sectors per local municipality in Sedibeng, 2011

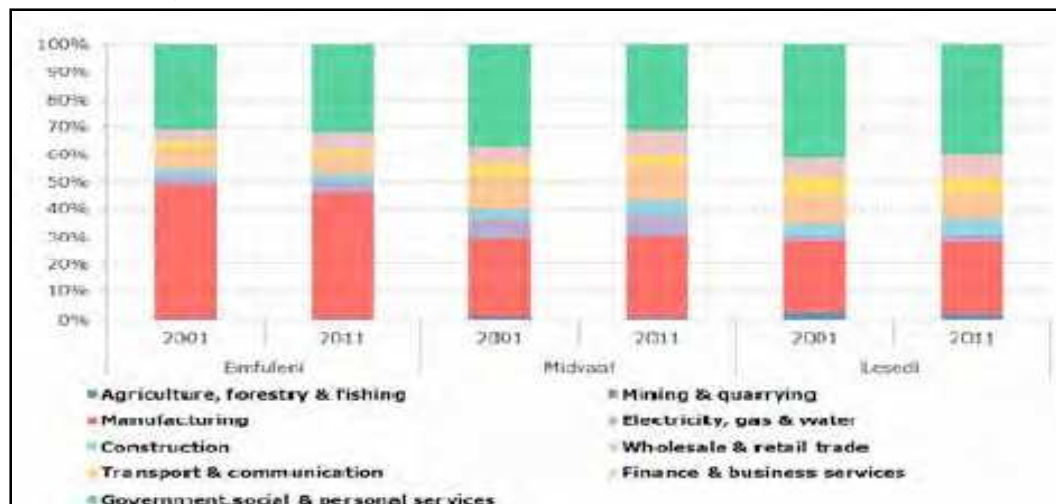


Source: Global Insight 2011

The figure above shows the share of employment by sub-sector in the local municipalities in Sedibeng for 2011. In Emfuleni, most people were employed in the manufacturing sub-sector, with a share of 24 percent. This was followed by government, social & personal services (22.2 percent) and wholesale & retail trade (15.9 percent).

The sub-sector with the smallest share was mining & quarrying. In Midvaal, the sub-sectors with highest share of employment were wholesale & retail trade (21.3 percent) and government, social & personal services (17.6 percent). The lowest were mining & quarrying at near 0 percent and agriculture, forestry & fishing (2 percent). In Lesedi, the sub-sectors with the highest shares of employment were government, social & personal services (21.5 percent) and wholesale & retail trade (19.6 percent). The lowest were mining & quarrying (0.2 percent) and electricity, gas & water (0.4 percent).

Sectoral Earnings, 2001 and 2011



Source: Global Insight 2012

The figure above shows the shares of earnings by sub-sectors for the three municipalities for 2001 and 2011. For all three municipalities, the majority of earnings were from manufacturing and from government, social & personal services. For Emfuleni, the sectoral earnings from manufacturing decreased from 48.2 to 45.5 percent between 2001 and 2011. Earnings from the government, social & personal services increased from 30.8 to 31.9 percent. In Midvaal, the majority of earnings came from government, social & personal services, which decreased from 37.4 to 31.2 percent in the decade to 2011. Manufacturing made up 28.1 percent of earnings in 2001 and had increased to 29.7 percent by 2011.

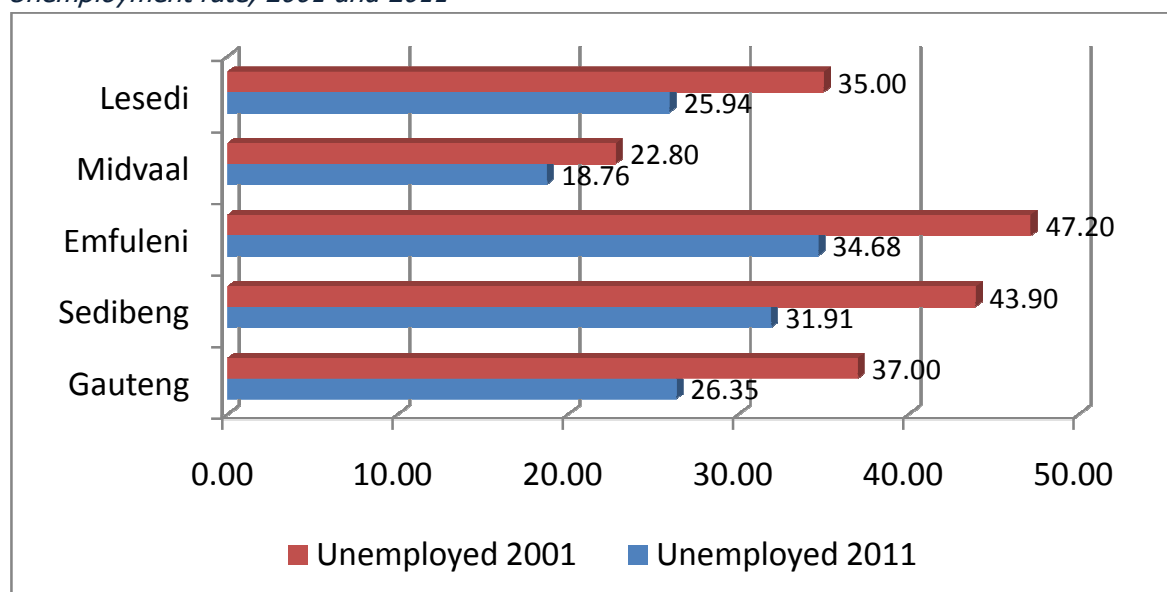
This trend is repeated in Lesedi, where the share of earnings from government, social & personal services was the highest. However, this declined from 41.7 percent in 2001 to 39.9 percent by 2011. The share of earnings from manufacturing in Lesedi increased from 25.6 to 26 percent over the review period. Earnings from agriculture, forestry & fishing accounted for 0.3, 0.6 and 1.4 percent for Emfuleni, Midvaal and Lesedi respectively in 2011. (Source: Global Insight 2011)

UNEMPLOYMENT

The South African economy emerged from recession in 2009 after a negative economic growth rate in 2008. The emergence may be attributed by job opportunities created during 2010 FIFA World Cup. However, the positive growth since then has not been translated into decent employment opportunities.

The Statistics SA 2012 indicates that the unemployment rate in Sedibeng declined from 43.90 percent in 2001 to 31.91 percent in 2012, indicating a decrease of 11.99 percentage points. However, Sedibeng and the local municipalities had the highest unemployment rate in 2001. The region experience high unemployment rate from 2006 – 2011 and this may be attributed by the absolute change from in the manufacturing sector especially by the Arcelor Mittal Steel industry.

Unemployment rate, 2001 and 2011



Source: Stats SA 2012

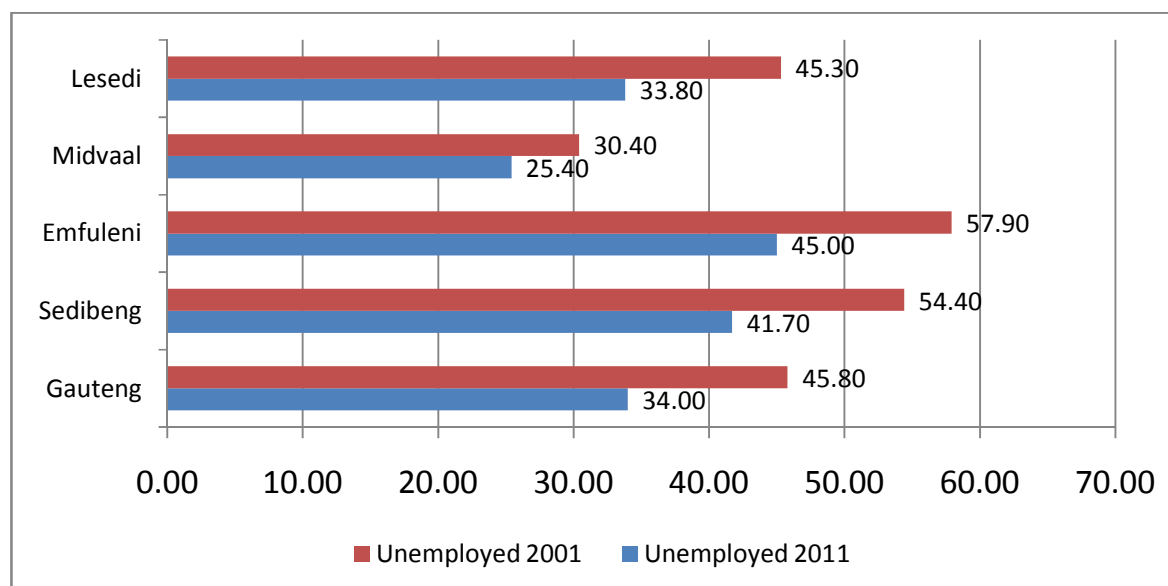
The figure above shows the unemployment rates from 2001 to 2011 for the three local municipalities. Emfuleni had the highest rate of unemployment throughout, rising from 47.2 percent to 34.68% in 2011.

With the economic crisis from 2008/09, unemployment in all three municipalities increased. Midvaal had the lowest unemployment rate of all three municipalities between 2001 and 2011. Midvaal started the review period with a rate of 22.80 percent and ended at 18.76 percent and. The unemployment in Midvaal is also lower than that of the Provincial average at 26.35 percent. Lesedi started the review period at 24.1 percent and ended at 24.7 percent.

YOUTH UNEMPLOYMENT (15-34) years

The Province and Sedibeng region are still faced with the problem of unemployment rate even the figures presented by Stats SA 2011 have shown a slight decrease. This requires a comprehensive strategy increase employment. As set out in the National Development Plan (Vision 2030), achieving employment, decent work and incomes are the surest long term solution to reducing inequality. In Sedibeng, the youth unemployment rate has dropped from 54.40 percent in 2001 to 41.70 percent in 2011.

However, the region had higher unemployment rate than that of the Province of 34.00 percent. In all three local municipalities in Sedibeng, Emfuleni had the highest percentage of unemployed youth in 2001 at 57.90% in 2001 to 45.00 percent in 2011. Midvaal Local Municipality remain the lowest in this category with 30.40 percent in 2001 to 25.40 percent in 2011.



Source: Stats SA 2012

CONSTRAINTS TO REGIONAL ECONOMIC GROWTH

I. Labour Constraints:

These constraints are hindering the optimal performance of the economy, and put a strain on the labour market and job seekers, due to the fact that it is a difficult task to match the skills in the labour force to the number of available jobs in the job market.

II. Over concentration in the metal manufacturing sector:

Being the single biggest driver behind Sedibeng and the biggest export item of the municipality, the metal manufacturing sector is very sensitive to fluctuations in the global markets. The nature of its operations is highly dependent on global demand for steel and metal products, and when the global demand decreases, the sales of the Metal

Manufacturing sector will also decrease and lead to a lesser contribution to Sedibeng's GVA. This was the case with the economic downturn in 2009, when the global markets retracted and caused the economic crisis.

III. Lack of Diversification:

The benefits surrounding a diversified economy are numerous, from creating job opportunities, to ensuring a more stable economy by spreading the risks in the case of exogenous impacts. By having a lack of diversification in the economy, the Sedibeng District Municipality could potentially miss opportunities to tap into the Gauteng consumer market, thereby foregoing the opportunities of an extended consumer base.

IV. Image that give rise to a lack of Foreign Direct Investment (FDI):

Foreign Direct Investment (FDI) plays a significant and rising role in international business. For the economy that receives the investment, it can provide a source of capital, new technologies, processes, natural resources, products and management skills, and as such can provide a strong boost to economic development. Foreign Direct Investment, in a very basic definition, is perceived as a company from one country making a physical investment into any form of capital generating goods and services in another country. The direct investment includes investment in structures, machinery and equipment, as well as the procurement of a continuous management interest in a company or economy in the foreign country.

Marketing and Branding Image:



Source: The Sedibeng DM, (External Communication), 2012

In order to promote such investment, it is of vital importance that the foreign market that is looking to invest, be aware of the investment opportunities within the regional economy. Sedibeng's marketing and branding should be of international standards and aimed at the international markets in order to attract these foreign investors. Equally important is the physical environment of the municipality. Together, these two factors form the image of Sedibeng and will determine how it will be perceived by visitors and tourists.



OUR PEOPLE:

POPULATION OF SEDIBENG:

Sedibeng District Municipality is moderately populated and has experienced an exceptional growth population as well as fairly young people migrating into the area. According to *Statistic SA Community Survey 2011*, the total population for Sedibeng is at **916 484**, indicating an increase as compared to the Census community survey of (2007) population of **800 819** and Census (2001) **796 754**.

Population of Sedibeng District Municipality, 2001, 2007 & 2011

Year	2001	2007	2011
Sedibeng District Municipality	796 754	800 819	916 484
Emfuleni Local Municipality	658 420	650 867	721 663
Midvaal Local	64 642	83 445	95 301
Lesedi Local Municipality	73 692	66 507	99 520

Source: *Stats SA 2012*

a) Population Distribution:

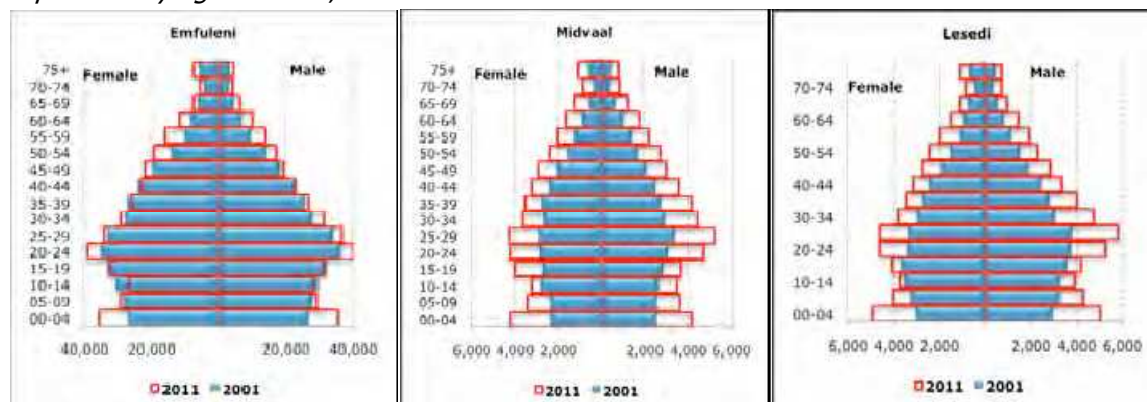
The spatial distribution of settlements reflects the relationship and the interaction between population, the environment and the development, while movements between areas remain a direct response to opportunities and misfortune posed by this interaction. The largest population concentration is found in Emfuleni Local Municipality.

Population Distribution by race Gauteng & Sedibeng 2011

Region	Black African	Coloured	Indian or Asian	White	Other	Population
Gauteng	77%	4%	3%	16%	1%	12,272,263
Sedibeng	82%	1%	1%	16%	0%	916,483
Emfuleni	85%	1%	1%	12%	0%	721,663
Lesedi	77%	1%	1%	20%	1%	99,520
Midvaal	58%	2%	1%	39%	1%	95,300

Source: Stats SA 2011

Population by age and Sex, 2001 & 2011



Source: Stats SA 2012

The figure above gives population pyramids for the three municipalities for 2001 and 2011. In Emfuleni, the age cohort with the highest population increase was the 00 to 04 years, for both males and females, with males increasing by 8,885 and females by 8,643. The cohort with the largest number of people was 20 to 24 years, with 40,016 males and 39,200 females. The biggest contraction was in the 10 to 14 year old cohort, with a decrease of 1,545 for males (from 29,910 in 2001 to 27,881 in 2011) and 3,588 for females (from 30,458 to 26,870).

In Midvaal, the age cohorts with the highest increase were the 25 to 29 years for males and 65 to 69 for females, with males increasing by 1,870 and females by 1,326. The cohort with the largest number of people was 25 to 29 years, with 1,870 males and 1,326 females. The lowest increases were experienced by the 75+ years for males with 334 and 70 to 74 years by females.

In Lesedi, the age cohorts with the highest increase were the 00 to 04 years for males and females, with males increasing by 2,034 and females by 1,936. The cohort with the largest number of people was 25 to 29 years, with 5,817 males and 4,616 females. The lowest increases were experienced by the 75+ years for males with an increase of 203 and 70 to 74 years by females with an increase of 357.

b) Population Density:

Measuring population density is essential, as it gives an indication of the levels of service delivery required. Population density is measured by dividing the population of a region by its area size. To satisfy the needs of their larger populations, densely populated areas require appropriate amounts of infrastructure and service delivery.

Population Density, 2001 & 2011

Race	Emfuleni			Midvaal			Lesedi		
	2001	2011	Change p.a	2001	2011	Change p.a	2001	2011	Change p.a
Black	571	637	1.1%	22	32	3.9%	39	52	2.9%
White	95	90	-0.6%	15	21	3.8%	9	13	4.2%
Asian	6	7	1.9%	0	0	10.0%	0	1	7.9%
Coloured	7	9	1.8%	1	1	5.8%	0	1	7.2%
Total	680	743	0.9%	37	55	4.0%	48	66	3.2%

Source: Stats SA Census 2011

The table above gives the number of people per km² by population group for 2001 and 2011 in the three municipalities. In 2001, in Emfuleni there were 571 Black people for every km². This increased by 1.1 percent p.a. to 637 per km² by 2011. The population density for the White population group decreased by 0.6 percent p.a., from 95 to 90 persons per km². The density for the Asian and Coloured groups increased by 1.9 and 1.8 percent p.a. respectively.

The total change in population density in Emfuleni was 0.9 percent p.a., from 680 people per km² to 743. In Midvaal, there was a 3.9 percent p.a. increase in the population density amongst the Black population group, and increases in the density of the White group of 3.8 percent p.a., in the Asian group of 10 percent p.a., and in the Coloured group of 5.8 percent p.a. In total, there was a 4 percent p.a. change in the population density of Midvaal; by 2011 there were 55 people per km². In Lesedi, the density of the Black population group increased by 2.9 percent p.a.; as with Midvaal, it had an increase in the density of the White population group of 4.2 percent p.a., of the Asian group of 7.9 percent p.a. and of the Coloured group of 7.2 percent p.a. The overall increase in population density in Lesedi was 3.2 percent p.a.

c) Internal Migration:

Migration is, in many ways a response to structural disequilibria between and within sectors of the economy and much pressure for migration is created by deepening and widening inequality in income and opportunities within the country. It should be understood that migration is often a central component of households' livelihood strategies, and that it not only offers hope for the future, but that it could play a vital role in redressing past inequities.

Between 2001 and 2011, Gauteng remained the only province to maintain positive net-migration. According to the figures presented by Statistics South Africa 2001 in the figure below, Sedibeng has generally witnesses a net gain of people into the area with figures coming **4106** in 2011.

Year	2001		2007		2011	
	Male	Female	Male	Female	Male	Female
Gauteng	16173	9531	43982	32277	60601	51955
DC42: Sedibeng	583	308	1591	920	2595	1511
GT421: Emfuleni	390	222	1034	636	1697	1025
GT422: Midvaal	134	75	358	195	532	315
GT423: Lesedi	58	11	199	89	366	170

Source: Stats SA 2012

Historical patterns of migration into Sedibeng District came from Free State in the main, as the District was used as the first stop into Gauteng. Major migration into the District comes primarily from farm dwellers and poor people from rural areas, who migrate primarily because of economic prospects of urban areas in an endeavour to seek better opportunities, especially jobs, better wages, improved amenities and housing as well as security of tenure. The current trends of migration show that the majority of people coming to this District are young people who come due to the following opportunities:

- To further their studies at institutions of higher education; at North West University Vaal Campus, Vaal University of Technology, and Sedibeng College as well as other independent or private institutions.
- Employment opportunities in the areas of Emfuleni and Midvaal especially in the manufacturing sector.

The influx of students' migration into SDM has had a positive impact in the regional and provincial economy. The national trends indicate that after successful completion or even drop out of their studies, students hardly return to their respective homes but seek jobs in that area.

The large number of migration in Sedibeng are moving into local townships, especially in Emfuleni and other areas of Midvaal because it offers the promise for access to housing and services as well as easier ties with the areas of their origin.

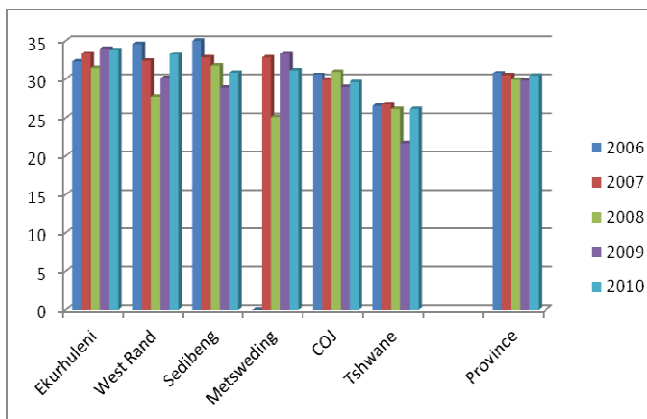
HIV & AIDS PREVALENCE:

In the few years, Sedibeng District and its local municipalities have shown the will to mitigate the spread of HIV and manage the socio-economic impacts of AIDS. This has culminated in the development and adoption of the Sedibeng HIV, STIs & TB Strategic plan 2012-2016. The Strategic Plan is premised from the following key two perspectives:

- (a) The burden on municipalities, government departments/sectors with increased employees' absenteeism, low staff morale, turnover, job hopping, poor quality of service, costs of recruitment, training and re-training, which ultimately result in loss of institutional memory and human capital; and
- (b) The impact from the demand by local residents both infected and affected and the resultant burden on municipalities to supply goods and services. Examples of municipality burden are health care, treatment and palliative services; poverty alleviation (social grants budget); indigent assistance (subsidized water, electricity and houses) and land use (cemeteries)

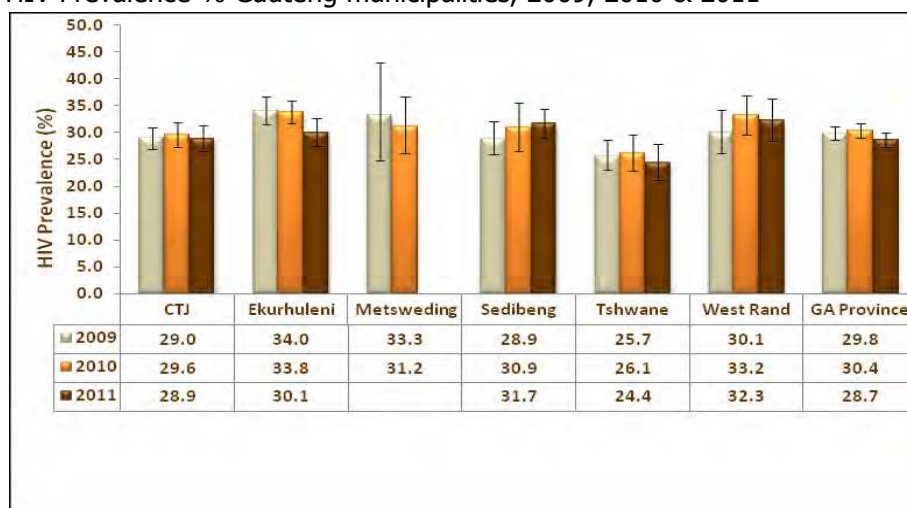
The strategic plan is also underpinned by the municipalities' moral duty to help fellow men and women; and constitutional obligations that dictates that amongst others, municipalities provide services to the communities in a sustainable manner; promote social and economic development and promote safe and healthy society.

While the strategic plan is strengthened by annual reviews of integrated development plans with targets indicators and budgets; there is also a need for human resources to support civil society structures, the implementation, monitoring and evaluation of the programme; which should be underpinned by joint reporting, coordination, intergovernmental relations and effective communication.



The HIV-prevalence in pregnant mothers in Sedibeng varied from 35% (2006), 33.9% (2007), 31.8% (2008), 28.9% (2009), 30.9% (2010), and 31.7% (2011). The recent HIV-prevalence as illustrated by the graph below depicts how the district is fairing with regard to the prevalence.

HIV Prevalence % Gauteng municipalities, 2009, 2010 & 2011



The small increase in prevalence in pregnant women in Sedibeng may be due to women living longer on treatment. In 2011, Sedibeng became the second highest in Gauteng in terms of HIV prevalence rate.

From the year 2000, changes in HIV-prevalence were difficult to interpret. The high HIV-prevalence experienced currently can be attributed to large scale ARV coverage, which prolongs the lives of people living with HIV. One other such indicator of prolonged lives may be the reduction in the number of deaths as illustrated by the statistics from Home Affairs. National profile of HIV-incidence (new infections) shows (a) reduced new HIV infection in youth 15 to 24 years and (b) the highest new infection rates in young women 20 to 29 years.

Sedibeng has every government department and most civil society, business and private sectors within the region participating in the AIDS programme; However there is a need to intensify efforts to synergize joint planning, coordination, joint reporting, monitoring and evaluation of the HIV & AIDS, including STIs and TB programmes; which should help reduce operation in silo's, protection of turfs and improving resources utilization.

Each department and sector of civil society has roles and responsibilities; and the indicators have been adopted by the District AIDS Council. The district also adopted the provincial mobilization campaign strategy which focuses on:

- Safe sex for men and high risk groups : October to December
- Safe sex for youth : February and March
- Testing and treatment for HIV and TB with human rights : April to June
- Mothers, babies, orphans and vulnerable children : July to September

Effective multi sector planning, coordination, campaigns, communication, reporting monitoring and evaluation will accelerate outputs; thereby helping to achieve the planned results (outcomes and impacts). Although technical support and training will improve quality and coverage of services; there are some sub-programmes which are underfunded and some departments have not allocated dedicated resources towards the mitigation of this scourge.

Following the adoption of the National Strategic Plan 2012-2016 by South African National AIDS Council (SANAC), Sedibeng adopted the Strategic Plan 2012-2016 in October 2012. The strategy is ward-based in approach, underpinned by interdepartmental collaboration, civil society and business participation, and the multi sector plans inform the multi sector coordination, monitoring and reporting systems, through the District AIDS Council and the Interdepartmental collaboration meetings.

Outlined below has been the approach to achieve the objectives of the Strategic Plan:

a. Coordination of multi sector response

- The three Local Councils are functional and meet quarterly with improved participation of members from sectors.
- The secretariat and Interdepartmental Committee (comprised of all government departments, including institutions of higher learning), is functional and meets quarterly; and receives routine multi sector reports
- Faith-based coordinating structure has been established to capacitate and provide HIV&AIDS related programmes in churches.
- Traditional Health Practitioners coordinating structure has been established to capacitate members and participate in campaigns.
- People with Disabilities forum (SEDIFO) has been established and is being supported regarding capacity building and educational campaigns.
- People living with HIV forum (SEPWAF) has been established and is supported for capacity building of their members.

b. Government sector service delivery:

The Department of Health started in April 2013 with Fixed Dose Combination (FDC) Pill treatment in all 38 facilities in the region, including hospitals. Twelve thousand eight hundred beneficiaries (households) receive food relief from food bank (Department of Social Development). Regional Department of Social Development has partnered with HIVSA in an effort to improve NGOs capacity to deal with orphaned and vulnerable children (OVCs) and 123 146 people benefit from grants in this financial year (SASSA)

c. Civil society sector:

▪ Youth:

In an effort to reduce youth unemployment, which invariably could contribute to HIV-incidences, women and children abuse and/or even substance abuse, the Youth Development Centres has ten youth registered under the Red Cap Foundation were absorbed on completion of the training. 8 Youth owned corporatives were trained, assisted with applications for funding, and approved (Partners are NYDA, DTI and Sedibeng District Municipality). Four Youth corporatives were trained on energy project and supported with starter packs from Chemistry Sasol, all 8 functional (partners are Sedibeng District Municipality with SASOL Funding the project).

Ten young people were supported on business management skills (receiving stipends from Mr PRICE). One hundred and thirty five young people have been placed in Sedibeng District Municipality to operationalise the project sustained on stipends from DID. The district has reached more than 4 000 students at Vaal University of Technology during the provincial STI week. One Hundred and twenty (120) youths from the Molefi Oliphant Institute of Leadership were trained on Comprehensive HIV&AIDS programme.

▪ Women:

To improve the independence of women; thereby thwarting chances of HIV-infections, women and substance abuse vulnerability and susceptibility, eighty four delegates from women cooperatives were trained on financial management and business development (ABSA). Twenty four women delegates were trained & assisted to access funding National Empowerment fund (Empowerment Fund, ABSA and OPEX from SDM

▪ People with disabilities:

People with Disabilities forum (SEDIFO) has been established and is supported regarding capacity building and educational campaigns against HIV, STIs, TB, Women , children and substance abuse vulnerability and susceptibility. Thirty nine 39 deaf people were trained on Comprehensive HIV, STIs & TB programmes through sign language. Twenty people with disabilities were exposed to training on Comprehensive HIV&AIDS programme and facilitation skills (train-the-trainer course) and sent 4 municipalities' chairpersons to HIV&AIDS and Disability Conference, with positive feedback.

- Men sector:
Men forums, mainly driven by churches, have reached more than 5 000 men on men-oriented debates, seminars and awareness campaigns.
- d. Business Sector:
While we experience some challenges in the business sector, big companies that have more than 150 employees such as Arcelor Mittal, Pick n Pay, Eskom have HIV&AIDS policies and programmes in place and encourage their employees to utilise HCT services; with consistent participation in calendar events and campaigns.
- e. Social mobilisation and campaigns/events
Interdepartmental Committee organised a service delivery expo in Sonderwater during Mandela Day. This project reached 1500 people and various government services were provided on the day, HCT, Identification cards applications, and career guidance. One thousand people were reached during World AIDS Day held at Mamello (organised by IDC); where various services were also provided to the community such as HCT, registration for Identification cards, bookings for MMCs, SAPS, Education (career guidance), SASSA.

During the condom week, the district reached 15 000 people at taxi ranks, bus stops, taverns and train stations. The provincial TB day at Sicelo in Meyerton attracted 5 000 people and the district reached more than 500 people during candle light commemoration hosted by Faith-based organisations at Saul Tsotetsi Sports Complex. Through daily and monthly door to door educational campaigns, the district and local councils reached 1086 096 (cumulatively) people-sessions in 72 (100%) of wards.

In conclusion, the four strategic enablers guide the organization of the multi-sector response led by District AIDS Councils and coordinated by district and local municipalities' secretariats. Each department and sector of civil society is responsible for addressing HIV, STIs and TB through its core business, roles and responsibilities. Most departments and all four municipalities have full time HIV Coordinators.

HEALTH FACILITIES:

There are three (3) Public hospitals in Sedibeng District Municipality, namely Kopanong and Sebokeng Hospitals that are located in Emfuleni Local Municipality and Heidelberg Hospital which is within the Lesedi Local Municipality. In addition to these public hospitals there are six private hospitals of which four are within Emfuleni, one in Midvaal and one in Lesedi. Based on this scenario it is evident that hospitals services are clustered in Emfuleni Local Municipality.

Primary Health Care (PHC) and Emergency Medical Services (EMS) are areas of provincial competency in terms of the Constitution and the Health ACT 61 of 2003; whilst processes are unfolding to provincialize Primary Health services, EMS has been transferred back to province on the 1st September 2012.

There are four (4) Maternity Obstetric Units (MOU's) and all these are located to Emfuleni Sub District, and therefore there is a backlog of MOU's in Lesedi and Midvaal. In light of this both Lesedi

and Midvaal lack fully fledged Community Health Centres. The establishment of Health Posts has increased the accessibility of health services to our communities.

Emfuleni sub District has twenty one (20) clinics, one (1) community day center, four (4) Community Health Centres (Clinic providing comprehensive health services) and 5 mobile units. In Midvaal there are 3 clinics, one community day center and 4 mobile units. In Lesedi there are 8 clinics and 3 mobile units. The table below illustrates the number of health facilities in the District per sub District and the type of service rendered by the facility:

Local Municipalities	Primary Health Care Ward-based teams	Mobiles	Clinics	Community Health Centres	Community day centres	Hospitals
Emfuleni	15	5	20	4	1	2
Lesedi	3	3	8	0	0	1
Midvaal	7	4	3	0	1	0
Sedibeng	25	12	31	4	2	3

There has been improvement on TB cure rate from 66% in 2005/06 to 81% in 2011/12, as illustrated by the table below

Indicator	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/2012
TB cure rate	66%	66.1%	72%	74%	77%	77.5%	81%

The District Health Plan is attached and provides details of primary health care status and the plans for 2014/2015 financial year.

SOCIAL DEVELOPMENT:

The table below indicates the older person's service centres and luncheon clubs registered and funded by Social Development within Sedibeng Municipality per Local Municipality:

Centre/Luncheon club	Emfuleni	Midvaal	Lesedi	Sedibeng
Service Centres	6	3	1	10
Luncheon Clubs	9	0	3	12

Social Development is also supporting fourteen (14) NPOs to provide child care and protection services. There are five (5) children's homes and 3 shelters for children across the district.

- **Gender:**
Programmes on Gender, Women and Children were supported. Capacity building training on financial management and greening project for women were conducted. A number of workshops to create awareness on gender mainstreaming were conducted. Commission on Gender Equality supported road-shows initiated by Sedibeng on Gender mainstreaming. Gender based, Substance abuse and drug awareness as well as entrepreneurship skills workshops for young women were conducted.
- **People with Disabilities:**
Training on HIV&AIDS for People with Disability and conducted. Sports tournament for people with Disability was held.

■ Youth Development:

Youth Advisory Centre's were established in the area of Lesedi, Emfuleni and Midvaal Local Municipalities. Currently there are three Youth Advisory Centre that are functioning. The Midvaal Youth development centre is managed by an NGO. The Youth Centre's assist young people on a variety of Youth services which include among others; Job Preparedness, Basic Computer Literacy, Financial Management, Free Internet access, CV Writing, Basic Entrepreneurship Development and Career Guidance.

Out outreach programmes are also being conducted throughout the District to market the centre services and make services available to those young people who cannot reach the Centre's, such as those in rural areas.

Reflected in the table below are statistics of young people that have accessed services rendered in the Youth Centre in the Financial year 2010/2011 and 2011/2012

Number of Youth supported in the Youth Advisory Centre's and Services provided.

Services/ Opportunities	Financial Year 2010/ 2011	Financial Year 2011/ 2012
CV Writing and Job Preparations	3, 483	2, 131
Basic Computer training and Internet Access	2,908	1, 277

Over and above the services accessed through the Youth Centres, the Youth Unit has facilitated and supported a number of youth programme, in collaboration with NYDA and Province.

Description of Service	Financial Year (2010/2011)	Financial Year (2011/2012)
Rural Youth Programme (NARYSEC) : Assist rural youth on Skills Development in the FET Colleges and Community Development	236 young people were recruited through NYDA 06 Workshops were held 107 Rural youth trained on Financial Management 14 Rural youth graduated on Non – Military training	118 youth to FET for Engineering, Construction, Capentry and Welding
Youth Cooperatives	10 youth owned cooperative signed contracts with NYDA for Fish and Chips Franchise business opportunity	04 Cooperatives trained on Chemcity Energy Project were supported with starter packs to start businesses on Energy
Skills training and Employment		Ten youth registered under the Red Cap Foundation on a stipend of R2000.00 and were absorbed on completion of the training

A number of Campaigns and Workshops were conducted to create awareness on Youth Development programmes and capacity building; among others:

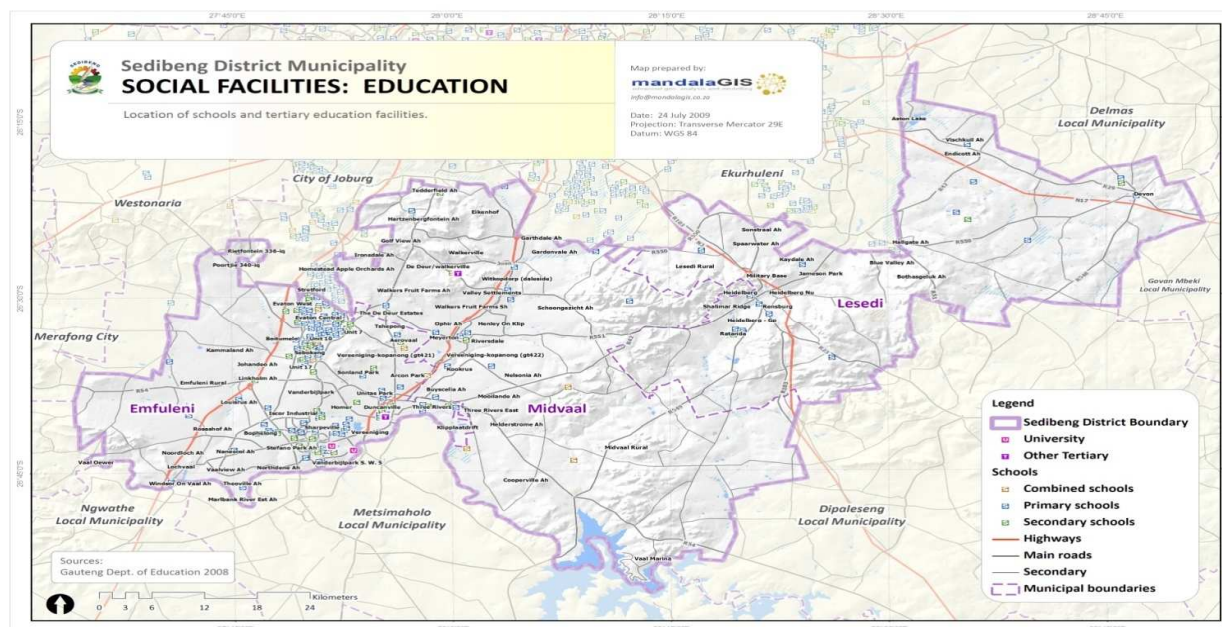
- Entrepreneurship awareness workshops with the NYDA
- Financial Management workshops with Absa Life Empowerment
- Proud to serve campaign, to encourage a spirit of patriotism among the Youth
- Bursaries:
The district has been administering External Bursary to needy students across the district. Bursaries awarded to students and the amounts spent through Sedibeng District Municipality external bursary fund from 2009 to 2013 are illustrated in the table below.

SDM External Bursary fund, 2009 - 2013

Financial Years	Number of Students	Expenditure
2009/2010	78	R948 000
2010/2011	44	R504 000
2011/2012	36	R413 308
2012/2013	40	R471 000

LEVEL EDUCATION:

In South Africa during Apartheid, education systematically reinforced inequality. Education was enshrined in the constitution as a basic human right post-1994 as a critical element of transformation. Improving access to educational opportunities for the historically disadvantaged was considered key.



In Sedibeng District Municipality 221 thousand persons between 5 and 24 years who are estimated at 69 % of the total population do attend school to get a formal education and there has been a

significant increase in the percentage of individuals aged 5-24 years attending an education institutions between 1996 and 2011,

a) No Schooling:

27 thousand persons whose estimated at 4.4 % of the total population of Sedibeng District Municipality have no schooling did never enjoy formal education, not even some primary education. Implying illiteracy in most cases, these persons are limited to perform manual labor and cannot adequately participate in society.

The figure below highlights the highest level of education completed in 2006 and 2012 for the population in the Sedibeng District Municipality. The number of people that have Grade 0 or no schooling has declined from **2006 to 2011** with -12%, where the number of people that achieved some form of primary education has increased in this period by **13 821 people**.

The biggest increases in education levels for Sedibeng was seen in the number of people achieving certificates or diplomas (22.2%), Bachelor's degrees (22.5%) and Post graduate degrees and higher (21.6%). This indicates that the levels of education are increasing and the population has become more skilled since 2006.

PUBLIC SAFETY

The crime statistics in the region has shown a steady decline for the past five years and active participation of communities in crime prevention interventions through the Community Policing Forum structures is impacting positively towards the fight against crime. A Regional Community Safety Forum is effective and functional, and is made up of various stakeholders from Safety and Security Sector across the region.

Through this Forum, crime prevention and road safety educational and awareness programs which include Gender Based Violence, Schools Safety, Substance Abuse, Community Corrections, etc. are jointly developed and implemented across Sedibeng region in accordance with the Community Safety Strategy.

Sedibeng region has 13 police stations, 07 in Emfuleni, 04 in Midvaal, and 02 in Lesedi. Devon Police Station is no longer falling within the Vereeniging Cluster, but has been incorporated under the Benoni Cluster. A new Police Station was also established in Vaal Marina which became fully functional in April 2012.

Twenty four (24) CCTV Street Surveillance Cameras have been installed in Vanderbijlpark, five (05) installed in Bedworthpark, four (04) in Meyerton and ten (10) in Ratanda. Eighteen (18) additional cameras have also been installed in Vereeniging. CCTV underground optic fibre reticulation has been completed in Vereeniging and Vanderbijlpark. Cameras in Ratanda are being streamed through a wireless transmission network back to the CCTV Surveillance Centre in Vereeniging.

To ensure support and capacity building of Community Policing Forums structures in the region, about 30 Youth from different Community Patrollers Groups in the region were enrolled for an accredited SASSETA training as Law Enforcement Officers. After being certified by the SAPS



Provincial Commissioner in accordance with Column 04 of the Schedule to the Criminal Procedure Act, 51 of 1977 these candidates will be able to operate as Peace Officers under the guidance of the South African Police Service Act and various relevant Municipal Ordinances and By-laws.

To ensure compliance to Safety at Sports and Recreational Events Act, 02 of 2010, SDM Council adopted the Standard Operating Procedures regulating processes that need to be undertaken in relation to Events Safety Planning.

There is a significant improvement with regard to compliance with the Act whereby role-players are actively participating in various Events Safety Planning Committees across all municipalities in the region. Regional Crime Analysis Report is showed below as provided by the Crime Research and Statistics of the South African Police Service for the period; April to March 2010/2011 to 2011/12.

The table below provides a comparative crime analysis done by the Sedibeng SAPS Clusters for the 2011 and 2012 calendar years. A (-) indicates a decrease in crime whilst a (+) indicates an increase of that particular crime in the given period.

The 2011 statistics provided the baseline against which the 2012 statistics are compared, which means that for example in Vereeniging, from 2011 to 2012 there has been a decrease of about 58% in murder cases and an increase of 26% of murder cases in Evaton from 2011 to 2012, while there was no change in murder cases in Heidelberg from 2011 to 2012.

Drug related crimes and the illegal possession of firearms seem to be the highest crimes committed across the region, while the highest 200% increase in truck hijackings is recorded in Ratanda. Car hijackings have reduced significantly across the region except in Sharpeville and De Barrage. The 300% increase in number of negligent and ill-treated children cases reported in Sharpeville is alarming. These trends will be taken into consideration in the reviewing of community safety plans.

DISASTER MANAGEMENT

Disasters amongst communities continue to be a threat to their day to day lives. This also affects the socio-economic trends of most areas. Sedibeng District Municipality Disaster Management is involved in intensive Public Awareness and Education programs so as to create disaster resilient communities. The region is mostly prone to severe flooding, informal settlement fires, and others. In assisting communities faced with disaster-related incidents, Sedibeng Disaster Management has:

- Procured the Disaster Rescue boat, to assist those trapped during floods.
- Improved the mobile Communication Unit by installing a remote (on-site) CCTV system for Scene Management up to 10km radius.
- Intensified on the Public Awareness and Education programs to build disaster-resilient communities.



- Upgraded the Emergency Services System (utilized in the 10177 centre) for improved call-taking and dispatching.

The directorate requested an increase on the disaster relief budget and this was due to increase in relief needed for destitute communities. The statistics in informal settlement fires increased and this was an indication that the population has increased and thus more informal settlement fires.

The number of emergency calls received through the Emergency Communication Centre had an increase in calls for the financial year 2011/12 and this might be due to influx of people into the area due to urbanization

Sedibeng has got 6 Fire & Rescue stations where 4 are in Emfuleni, one in Lesedi and one in Midvaal. The challenge within the region is that these stations cannot provide adequate services to all communities of the region. The need for the establishment of satellite stations still exists.

Sedibeng has the obligation of building capacity to Local Fire Services particularly in resources. To ensure support and capacity building of Local Fire Services the department trained Firefighters in various skills like hazmat operations, hazmat technician and other fire related courses.

SPORTS, RECREATION, ARTS & CULTURE& HERITATE

(A) Heritage Routes and Sites:

The SDM has a rich and diverse cultural and political history emanating from its role throughout the different epochs of History in relation to obtaining holistic basic Human Rights and ultimately adding to the achievement of Democracy in South Africa thus Promoting and developing the heritage of this region including sustaining and preserving our Heritage remains a fundamental priority.

Our region has key priority areas for attracting Heritage Tourism to Sedibeng, noting that though there are eight (8) heritage routes identified in the district of which only one (1) heritage route has been developed currently, the other routes will be further developed once strategic institutions assist in capacitating and funding theses identified futuristic routes processed.

There are currently thirty five (35) identified and awaiting pre-approvals from the relevant institutions for declarations, there are two functional and operational museums (Vaal Teknorama Museum and Sharpeville exhibition centre which forms part of the Human Rights Precinct that includes the Phelindaba Heroes Acre at the Cemetery and the newly reconstructed Sharpeville Hall over and above this we have 33 maintained heritage sites. Below is a breakdown of the number of heritage sites as per local municipality:



SPORTS:

Sports and recreation facilities in Sedibeng are a competency of the three local municipalities in terms of their respective asset registers. Local municipalities are therefore responsible for their maintenance as well as making sure that they are accessible to the local communities as required. According to an audit of all sport facilities available within the region, Sedibeng District Municipality currently has 27 Sports and Recreation facilities many of which require refurbishment and major upgrading to fulfill the objectives of sports development in the region.

There is under-provision of sports fields and facilities, especially in townships, around non-formalized settlements and in most of our rural areas. Some of the Schools rely on the community facilities for their sports development and healthy lifestyles programs. Sedibeng has a youth population (15-34 years) of 263 902 of which 131 116 youth are male and 132 786 youth are female. The percentage of sports facilities to the youth population is 0.12%.

Lesedi Local Municipality has seven (7) sporting facilities and nine (9) Libraries. The MEC: SACR has made a commitment to construct two additional Libraries in Heidelberg Extension 23 and in Ratanda Extensin7 in the financial year 2013/2014. Currently, the Jameson Park, Impumelelo/Devon and the KwaZanele/Vischkuil sports facilities will be upgraded through the National Lottery Distribution Trust Fund. The contractor has been appointed and is expected to start on site before end of May.

Midvaal Local Municipality takes pride in their three (3) sporting facilities and five (5) libraries including their state of the art Library in Sicelo. There is commitment to build a new one in Lakeside in the 2013/2014 financial year.

Emfuleni Local Municipality boasts seventeen (17) sporting facilities ranging from George Thabe Stadium to President Park with a significant number of well-resourced Libraries, twelve to be precise. There is also a commitment to build a new one in Boitumelo in 2013/2014 financial year.

(D) Arts and Culture

The Sedibeng Department of Arts and Culture is a custodian of the region's diverse cultural, artistic and linguistic heritage. SDM is directly responsible for two (2) facilities, namely Vereeniging and Mphatlalatsane theatres. A large proportion of the department's budget is dedicated to supporting and developing institutional infrastructure to showcase, restore and preserve our cultural heritage for future generations in line with Provincial and National Programs.

Investing in Arts and Cultural activities is the departmental flagship program aimed at poverty eradication by providing access to skills through the development of creative industries to enable communities to assume greater responsibilities for economic development and job creation. In the 2009/2010 financial year, the Old Sharpeville Police Station Museum was renovated to accommodate a Regional Craft Hub, creating fifty (50) jobs and creative skills development opportunities. MINTEK was appointed to do glass beading training and entrepreneurship.



To improve access, the project was started in Heidelberg Museum where 10 people were trained. Unfortunately due to the bad condition of the Heidelberg Museum, the project had to be relocated to the Sharpeville Museum where it should be sustained. The department is currently procuring production material for artists and crafters to set up a silk screening workshop. Additional funding will have to be sourced to sustain the craft Hub and ensure that satellites are established regionally.

Other cultural initiatives include indigenous Music and Oral History projects, Artists in School projects, Art in correctional Facilities programs, Support for Heritage /Human Rights and other National Days celebrations, Visual Arts and Crafts exhibitions, supporting developmental theatre productions like "SHARPVILLE" from tragedy to triumph, poetry, Motjeko dance, and TsaSetso traditional dance, choral and gospel music programmes.

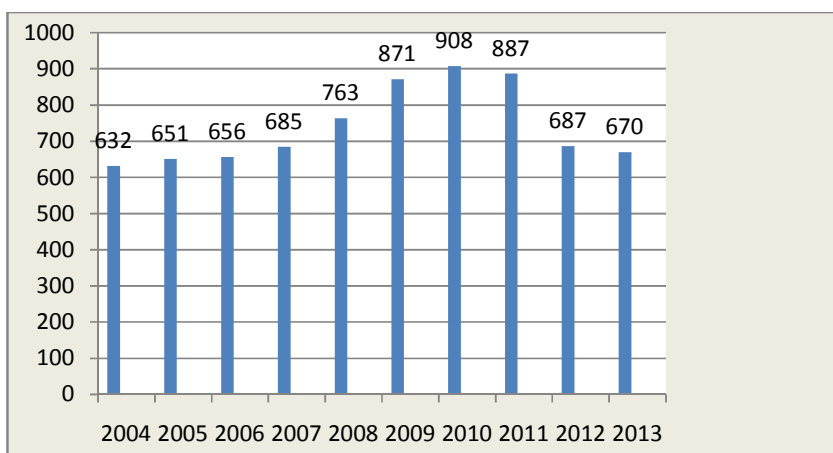
OUR INSTITUTION

One of the key components of the IDP process is an **internal organizational audit or analysis**. Such an analysis allows the Sedibeng Council to know and understand its own internal operations. On the basis of this understanding, the Sedibeng Council will be in a better position to manage the changes which will be required in order to bring about the desired future.

The aim of the Institutional Analysis is to identify the Sedibeng District Council's **strengths** and **weaknesses**, including its structures, staff composition and deployment, financial situation and culture. The purpose is not to defend outdated and impractical structures, procedures and practices for Sedibeng District Council, but rather to establish an open-minded view of the organization, to recognize problems, shortcomings, limitations and imbalances and to identify ways to overcome it.

HUMAN CAPITAL:

The Human Capital of Sedibeng District Municipality comprises of **792** appointed employees, elected Councillors and appointed community members serving on ad hoc committees. The following bar graph reflects the Human Capital year on year from the year 2004 to 2012.



The decrease in the number of staff was caused by attrition. The Human Capital is constituted of the following categories.

Human Capital Categories	
Councillors	48
Audit Committee Members	5
External Bursary Committee	7
Agency function staff motor vehicle licensing	166
Core functions staff	444

2.7.1 Staff Establishment:

Composition of the staffing establishment of the Municipality comprises of officials appointed, on full time basis in terms of the Conditions of Employment negotiated at SALGBC, fixed term contract employees appointed on conditions of employment negotiated at the workplace and those appointed in terms of the Municipal Systems Act 32 of 2000 (Normally referred to as Section 57 employees).

The following matrix reflects all the employees appointed in terms of the categories referred to above.

SDM Fixed Term (Section 57 Employees as at 31 March 2013)													
CURRENT PROFILE BY OCCUPATIONAL LEVELS	Male					Female					Foreigners		Total
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Section 57 Employees	2	1	1	0	4	2	0	0	0	2	0	0	6
Total Permanent	2	1	1	0	4	2	0	0	0	2	0	0	6
Non – Permanent Employees	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	2	1	1	0	4	2	0	0	0	3	0	0	6
Disabilities	0	0	0	0	0	0	0	0	0	0	0	0	0

a) Councillors

The following table is a representation of the demographics of the elected Councillors that represent the full Council of Sedibeng District Municipality (SDM).

SDM Councillors as at 30 June 2011													
Current Profile by Occupational Levels	Male					Female					Foreign Nationals		Total
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Councillors	21	1	0	6	28	16	0	0	2	20	0	0	48
Grand Total	21	1	0	6	28	16	0	1	2	20	0	0	48
Disabilities(Included in the Grand Total)	0	0	0	0	0	0	0	0	0	0	0	0	0

b) Ad Hoc Committee Members

In terms of the Municipal Structures Act 117 of 1998 every Municipality must appoint, through the public process of open public advertisements, persons who have the capabilities to serve on the Bursary and Audit Committees.

For the current financial year the composition of the both bursary and audit committees is as shown below.

SDM Audit Committee Members as at 31 January 2013													
	Male					Female					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Audit Committee	3	0	0	0	3	2	0	0	0	2	0	0	5
GRAND TOTAL	3	0	0	0	3	2	0	0	0	2	0	0	5

SDM Bursary Members as at 31 January 2013													
Current Profile by Occupational Levels	Male					Female					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Bursary Committee	2	1	0	0	4	4	0	0	0	4	0	0	7
GRAND TOTAL	2	1	0	0	3	4	0	0	0	4	0	0	7

INSTITUTIONAL ARRANGEMENTS:

In order to achieve the required levels of service delivery both the human and non-human capital have been synergised. The resultant human capital allocation is depicted in the table below.

Clusters	Staff Compliment
Office of the Speaker	12
Office of the Executive Mayor	11
Office of the Chief Whip	8
Municipal Manager's Office	9
Corporate Services	157
Treasury	31
Community Services & SRAC	85
Health and Social Development	65
Strategic Planning & Economic Development	46
Transport Infrastructure & Environment	186
TOTAL	610

EMPLOYMENT EQUITY PLAN:

This section serves to indicate current employee population by level, race and gender within the municipalities as required by the Employment Equity Act 55 of 1998.

CURRENT PROFILE BY OCCUPATIONAL LEVELS	MALE					FEMALE					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Top Management	14	2	2	2	20	4	0	0	0	4	0	0	24
Senior management	33	0	1	9	43	9	0	1	4	14	0	0	57
Professionally qualified and experienced and specialists and Mid Management	25	0	1	5	31	19	1	0	5	25	0	0	56
Skilled Tech and Academically qualified workers , Jnr managers, Supervisors, Foremen and superintendents	47	1	0	3	51	84	1	4	9	98	0	0	149
Semi-skilled discretionary decision making	49	1	0	0	50	99	0	1	2	102	0	0	152
Unskilled and defined decision making	97	0	0	0	97	59	0	0	0	59	0	0	156
TOTAL PERMANENT	265	4	4	19	292	274	2	6	20	302	0	0	594
Temporary employees	1	0	0	0	1	4	0	0	0	4	0	0	5
GRAND TOTAL	273	4	4	19	300	281	2	6	21	310	0	0	610
Disabilities (Included in the Grand Total)	7	0	0	0	7	3	0	0	1	4	0	0	11

HUMAN RESOURCE DEVELOPMENT:

The Capacity Building of the Human Capital within the District Municipality is one of the key drivers of the human resources strategy. To that effect the performance of the various role players at SDM's workplace is monitored and assessed to arrive at their skills short comings. Personal Development Plans of each employee determines the skills and knowledge gaps to be filled through on the job training.

In order to address these shortcomings, various capacity enhancement interventions are employed. These interventions derive from, amongst others;

- National Skills Development Strategy
- National Human Resources Strategy
- Skills Development Act
- Workplace Skills Plan

In line with the Workplace Skills Programme deriving from the Personal Development Plans, the following were undertaken for the year financial year 2013/2014.

a) Short Term Courses:

- Employment Equity, Change Management, Sign Language, Basic Computer Skills; and Municipal Financial Management Diploma

b) Long term courses:

For the remainder of the current financial year we intend to divide our staff component into two distinct groups of office based staff and general workers and adopt a two pronged intervention/strategy to their respective development processes:

- Office based staff:
Enter into a relationship with one of our regional institutions of higher learning for the purpose of implementing our Work Place Skills Plan (WSP) and training programmes aligned to job specifications.
- General workers:
For the period under review all 124 General Workers were capacitated with programs of basic Computer Skills which will serve to provide them with life skills and initiate processes of future development and possible career pathing to enable them to participate meaningfully in the economy of the country.
- Senior Managers:
All Top and Senior Management are currently enrolled in the National Treasury prescribed Municipal Finance Management Diploma Programme that will conclude in June 2014.

Plans are afoot to source funding from the LGSETA to cascade the National Treasury prescribed Municipal Finance Management Diploma Programme to middle management and deserving functionaries within the Council.

OCCUPATIONAL HEALTH AND SAFETY:

For the period under review we have been able to sustain our record of zero tolerance to disabling workplace incidents. As a consequence of the clean record of workplace incidents the Department of Labour has rewarded Council with an incentive of R 192 000 which will be utilized to further enhance safety within the workplace.

The table below bears testimony to the above in that for the 2010/2011 financial year no fatal incidents were reported within Council.

SDM Injuries and Incidents										
Current Profile by Occupational Levels	Male					Female				
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	Total
Non fatal	7	0	0	2	9	9	0	1	0	10
Fatal	0	0	0	0	0	0	0	0	0	0
TOTAL Permanent	0	0	0	0	0	0	0	0	0	0
Grand Total	7	0	0	2	9	9	0	0	1	10
Disabilities	0	0	0	0	0	0	0	0	0	0

EMPLOYEE ASSISTANCE PROGRAMME:

The Employee Assistance Programme focuses on the holistic wellbeing of all the employees with the aim of enhancing better job performance. For the financial year to date no employee has presented with adverse conditions that requires EAP intervention.

WORK STUDY AND QUALITY ASSURANCE:

Sedibeng District Municipality has adopted the mantra that "***effective and efficient services delivery requires that an organization must be flexible such that it continuously improves its systems and processes***".

To support this norm, by mid-term of the period under review, ninety percent of staff had credible Job Descriptions which will now await the process of standardization with similar Municipalities and finally be evaluated to determine current monetary values.

BATHO-PELE:

SDM is not a Primary Municipality and our interaction with members of the community is therefore limited, however, in instances where there is interface with members of the community the feedback that we receive is that our staff do align their service delivery to the Batho Pele principles.

LABOUR RELATIONS:

Sedibeng District Municipality has successfully maintained harmonious workplace relations by proactively preventing disputes, disruptive workplace activities and resolving workplace disputes by application of various dispute resolution mechanisms, more important through continuous interaction with workplace stakeholders. Testimony to the successes in dispute resolution is evidenced in labour laws journals that reports on findings that have been influenced by the Sedibeng District Municipality.

Total Human Resource Dashboard:

NO	Activity	POST (LEVEL)	Conduct	Date	Status of the matter
1.	4 Suspensions	6,7,10 &13	Fraud & corruption	<ul style="list-style-type: none"> 16/04/12 x2 17/04/12 19/06/12 	<ul style="list-style-type: none"> Awaiting judgement Dismissed x 2 Awaiting appointment of Disciplinary panel
2.	1 x Disciplinary Case	6	Dishonest & misrepresentation	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Dismissed
3.	1x Reinstatements	5	Fraud	<ul style="list-style-type: none"> 02/13 	<ul style="list-style-type: none"> Reinstated through settlement agreement
4.	3x Conciliations	6,13& S57	2x Unfair Labour Practice& failure to renew contract	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Matters pending
5.	3x Labour Court	3, 5 & 10	2x unfair dismissal & interpretation of Collective Agreement	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Awaiting Court date
6.	4x Resignations	3, 4,6 & 7	Voluntary resignation	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> None
7.	5x Staff Transfers	7, 9, & 10x3		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Inter cluster transfer
8.	1 Appointment	4		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Fixed term contract appointment

HUMAN RESOURCE STRATEGY:

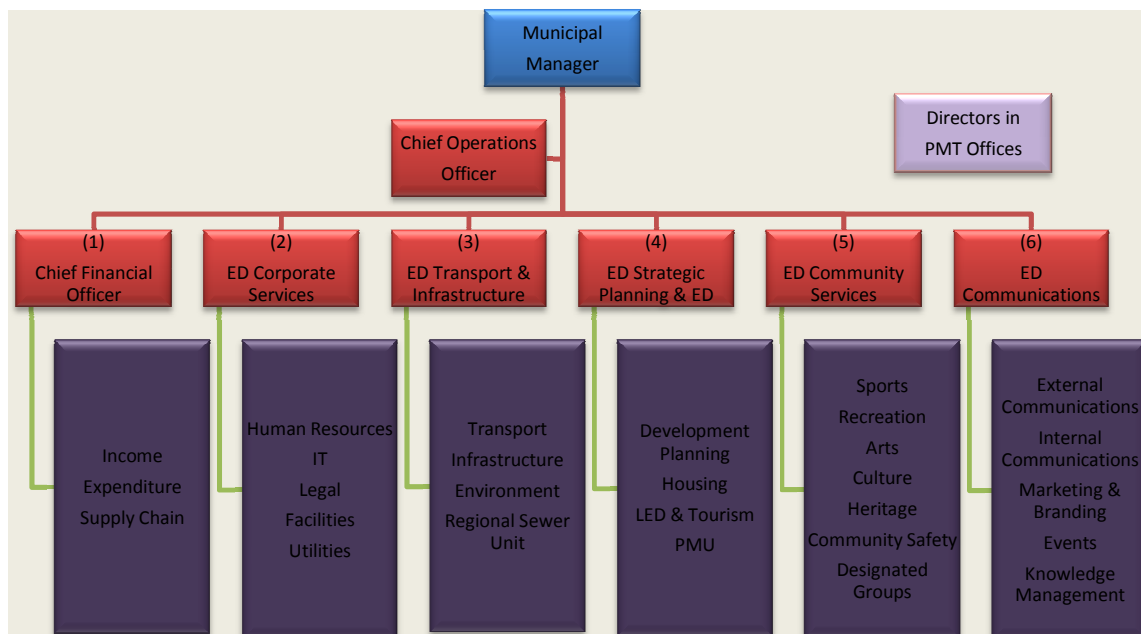
In the main the preceding discussions relates to the pillars of the Human Resources Strategy which serves as enablers for proper human capital management. Appropriate components (policies) of the Human Resources strategy have been adopted over the years and are continually being reviewed in order to keep pace with industry developments and abreast with best practices.

Organogram: High level design

The Municipal Systems Act, Act No. 32 of 2000 outlines the principles for municipal administration as follows:

"Local public administration is governed by the democratic values and principles embodied in the Constitution. A municipality must establish and organize its administration in a manner that enables it to:

- Be responsive to the needs of the community*



2.8 RISK MANAGEMENT:

The Local Government: Municipal Finance Management Act, No 56 Of 2003 provides in section 166 (2) (a) (ii) that an Audit Committee must advise the municipality on matters relating risk management. In essence therefore the Audit Committee should in discharging its duties play an assurance and oversight role over the evaluation and monitoring of risk management within the municipality.

To this end the Audit Committee of the Sedibeng District Municipality decided to amend its Charter and add on the Risk Management function as its responsibility. Pursuant thereto the Sedibeng District Municipality appointed one of the members of the Audit Committee as the Member responsible for Risk Management.

The appointed member is the Chairperson of the Risk Management Committee which comprises of executive managers within the municipality. In carrying out the function the Management selected officials within each cluster as Risk Champions.

The main task of these Champions is to ensure that the risks as identified in a cluster are managed, monitored and evaluated appropriately regularly. They provide reports on successes as well as areas that need intervention. In the year 2011/12 Risk Assessments were conducted throughout the municipality. These assessments assisted in the identification of risks the municipality was faced with. The risks are categorized into two groups, namely:

- Operational Risks
- Strategic Risks.

All operational risks are contained in the Operational Risk Register. Each cluster has its own Operational Risk Register and employees within the cluster are liable for the management of

those risks. The strategic risks on the other hand are captured into the Strategic Risk Register. These risks are strategic in nature and high level.

They are on the main organisational rather than cluster-based. As a consequence thereof these are managed at the level of Executive Directors. An Enterprise-wide Risk Management Framework and Policy was developed and adopted by the municipality. The Framework and the policy are reviewed annually. These serve as the basis on which risks within the municipality are managed.

The Gauteng Provincial Treasury conducts risk maturity surveys to establish the extent to which Enterprise Risk Management has been implemented. These regular surveys are intended to assist the municipality in assessing its level of effectiveness in the management of risks. They also help the municipality to improve its performance and ability to achieve its strategic objectives.

a) Appointment of the Audit Committee:

In line with section 166 of the Local Government: Municipal Finance Management Act, No 56 of 2003, the following Audit Committee members were appointed for a two (2) year period that commenced on 01 April 2010 and ended on 30 June 2012. The term of office was extended for a further period of three (3) months and expired on 30 September 2012:

- Ms Masabata Mutlaeng (Chairperson);
- Ms Mmule Raditsela;
- Mr Lefadi Makibinyane;
- Mr Sheik Kassim;
- Prof Ernest Ababio.

The Audit Committee has responsibly exercised its role to provide oversight on the Municipality's control, governance and risk management. Furthermore, the Committee has provided the Accounting Officer and Council with independent counsel, advice and direction.

b) Objectives of the Audit Committee:

An Audit Committee is an independent advisory body appointed by the Council and tasked with specific responsibilities as set out in an Audit Committee Charter approved by Council. The Committee is an oversight function and works in an advisory capacity to the Council. Accordingly, it must report and make recommendations to the Council but the Council retains the responsibility for implementing such recommendations.

The main objectives of the Audit Committee are:

- To assist the council in fulfilling its oversight responsibilities.
- To review:
 - The Financial reporting process.
 - The system of internal control and management of financial risks.

- The audit process.
- Compliance
- To maintain effective working relationship with Council, Management and Auditors.

c) Responsibilities of the Audit Committee Governance Requirements)

Section 166 (1) of the Local Government: Municipal Finance Management (Act No 56 of 2003) stipulates as follows:

"Each Municipality and each Municipal entity must have an Audit Committee, subject to subsection (6)".

Section 166(2) further discusses the responsibilities of the audit committee as follows:

"An Audit Committee is an independent advisory body which must:

- (a) *Advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and the management staff of the municipal entity, on matters relating to:*
 - (i) *Internal financial control and internal audits,*
 - (ii) *Risk Management,*
 - (iii) *Accounting policies,*
 - (iv) *The adequacy, reliability and accuracy of financial reporting and information;*
 - (v) *Performance Management;*
 - (vi) *Effective governance,*
 - (vii) *Compliance with the act, the annual Division of Revenue Act and any other applicable legislation,*
 - (viii) *Performance evaluation; and*
 - (ix) *Any other issues referred to it by the municipality or municipal entity.*
- (b) *Review the annual financial statements to provide the Council of the municipality or, in the case of a municipal entity, the Council of the parent municipality and the Board of Directors of the entity, with an authoritative and credible view of the financial position of the municipality or municipal entity, its efficiency and effectiveness and its overall level of compliance with the Act, the annual Division of revenue Act and any other applicable legislation.*
- (c) *Respond to the council on any issues raised by the Auditor General in the audit report.*
- (d) *Carry out such investigations into the financial affairs of the municipality or municipal entity as the Council of the municipality, or in the case of a municipal entity, the Council of the parent municipality or the board of directors of the entity, may request; and*
- (e) *Perform such other functions as may be prescribed.*

d) Current Status of the Audit Committee at Sedibeng District Municipality:

The Members of the Audit Committee were appointed for a two year period that commenced on 01 April 2010 and ended on 30 June 2012. The term of office was extended for a further period of three (3) months and expired on 30 September 2012.

Members of the public were invited to apply to serve on the Audit Committee of Sedibeng District Municipality. The invitation was published in the national and local newspapers on 17

May 2012 and the closing date for the submission of applications was 25 May 2012. Eighteen (18) applications were received.

It should however be noted that the term of office of the members of the Audit Committee ended concurrently with the financial year on 30 June 2012, and as a consequence thereof, the Committee would not be able to exercise its power to review the unaudited annual financial statements before they are submitted to the Auditor General for the Regularity audit on 31 August 2012.

At its 63rd Meeting held on 27 July 2012, the Sedibeng District Municipality Council resolved to extend the Audit Committee term of office from 01 July 2012 to 30 September 2012, this was to allow the Committee to exercise its oversight role in assisting the Council in fulfilling its responsibilities, while the process of the selection and appointment of a new Committee was underway.

The process plan of the Audit Committee until 30 September 2012 was as follows:

Date:	Activity:
July 2012	Consideration of the Auditor General Engagement letter and Audit Strategy.
August 2012	Review of unaudited Annual Financial Statements by the Audit Committee prior to submission to the Auditor General.
September 2012	Handover to newly appointed Audit Committee.

a) Schedule of Meetings:

At its meeting held on 13 July 2011 the Audit Committee resolved as follows:

"That the schedule of meetings for the Audit Committee as reflected hereunder be adopted."

Quarter	1	2	3	4
Period	July – September	October - November	January - March	April – June
Date	25 August 2011	14 November 2011	17 January 2012	10 April 2012

The schedule however allows for urgent Special Audit Committee meetings that may be arranged as and when necessary.

b) Evaluation of the Internal Audit Function:

The internal audit function of Sedibeng District Municipality is an out-sourced function. Messrs. Grant Thornton Advisory Services (Pty) Ltd was appointed to provide internal auditing services to Sedibeng District Municipality for a period of three (3) years commencing on 03 October 2011 to 02 September 2014.

Messrs Grant Thornton Advisory Services have subcontracted 30% of the project scope to a local Audit Firm which will in turn appoint local graduates and/or students. The subcontracted engagement partner is H. Pochee & Co Chartered Accountants, an audit firm from previously disadvantaged groups and based in the Sedibeng region.

c) Review of the Internal Audit Work Performed:

The Audit Committee has ensured that the Internal Audit engagement partner employed by Sedibeng District Municipality (SDM) performs its responsibilities effectively and efficiently by reviewing and approving the Internal Audit Charter and the annual internal audit plan.

The Committee also on a continuous basis monitors and reviews the scope and effectiveness of the Internal Audit Function. The objective of this review and evaluation is to ensure that Internal Audit is operating effectively.

As per the requirements of the approved Audit Committee Charter, the Audit Committee has successfully managed to evaluate and review management's attitude towards the internal audit function, and has ensured that the recommendations made by the internal auditors are adhered to and taken into consideration for the improvement of the internal control structure.

d) Compliance with Laws, Regulations and Ethics:

The Audit Committee has reviewed the SDM's compliance with laws, regulations, ethics, policies and rules regarding conflict of interest and what Management is doing to encourage compliance with the said regulations, policies and rules.

e) Reviewing the Annual Financial Statements:

In accordance with the requirements of Section 166 of the Municipal Finance Management Act (MFMA), the Audit Committee is supposed to review the Annual Financial Statements before they are submitted to the Auditor General (AGSA) for the annual regularity audit.

At its meeting held on 28 August 2012, the Audit Committee reviewed the unaudited annual Financial Statements for the year ended 30 June 2012, before submission to the Auditor General (AGSA) for their annual Regularity Audit.

When the term of office lapsed for the Audit Committee, Sedibeng District Municipality undertook a public nomination process and applications and or nominations were received in this regard. The processes to sift and selected suitable candidates were undertaken and the following members were duly appointed to the Audit Committee for the term 2012- 2015 three year term;

LIST OF AUDIT COMMITTEE MEMBERS

NO:	NAME:	ADDRESS:	CONTACT DETAILS:
1.	Prof Ernest Ababio Audit Committee Chairperson	4 Merriman Street SE1 Vanderbijlpark 1900	082 469 6098 ernest.ababio@nwu.ac.za
2.	Mr Sidwell Mofokeng Risk Committee Chairperson	31 Pendoring Street Klippoortjie Boksburg	082 323 6526 sidwellm1@gmail.com sidwellm@edc.org.za
3.	Mr Zanemvula Jojwana Performance Committee Chairperson	No 10 Magnolia Street Noordwyk Midrand	083 958 8362 zanemvula.jojwana@exxaro.com
4.	Ms Mmathebe Moja	42 Witsinkhout Place Xanadu Eco Park Estate Haartebeesport	082 579 1200 moja1@mweb.co.za
5.	Mr Peter Masegare	07 Orchards Street Crystal Park Benoni 1515	082 685 7308 peterm@boikano.co.za
6.	Mr Thabo Morabe	27 Lebombo Street SE8 Vanderbijlpark 1911	082 762 9959 morabe_thabo@yahoo.co.uk
7.	Ms Masabata Mutlaneng	No 9 Monza Complex Anton Hartman Street Kyalami Hills 1626	083 382 3906 masabata.mutlaneng@gauteng.gov.za

The Audit Committee has responsibly exercised its role to provide oversight of the Municipality's control, governance and risk management. Furthermore, the Committee has provided the Accounting Officer and Council with independent counsel, advice and direction.

From the report tabled above, it can be concluded that a lot has been achieved by the Sedibeng District Municipality Audit Committee in driving its obligation of being an independent advisory body for Council.

FINANCIAL SQUEEZE – EQUITABLE SHARE – SALARY INCREASES – UNFUNDED MANDATE – INCREASE EXPENDITURE:

The statement of financial position states Council's financial position at the end of an operating period of a 12-month fiscal year (July 2011 to June 2012). It represents the assets, liabilities, net assets and their relationship to one another. This report performs a horizontal analysis of Council's balance sheet items over the past four fiscal years, as follows:

Balance sheet items, 2009 - 2012

	2012	2011	2010	2009
ASSETS	237,569,552	265 190 491	339 325 458	351 212 640
Current Assets	51,412,714	70,279,076	170 541 735	221 201 520



Draft Integrated Development Plan 2014/15

CHAPTER 02: Analysis

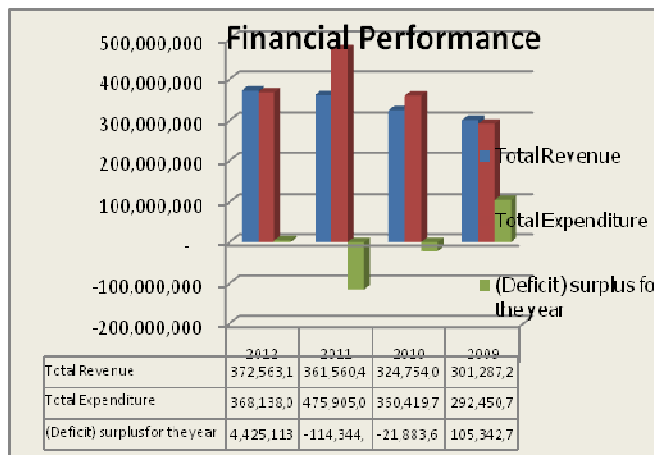
Non-Current Assets	186,156,838	194,911,415	168 783 723	130 011 120
LIABILITIES	62,328,221	93,647,803	76 401 755	66 390 200
Current Liabilities	62,328,221	93,647,803	76 401 755	66 390 200
Non-current Liabilities				
NET ASSETS	175,241,331	171,542,688	262 923 703	284 822 440

Item Description	Discussion/ Trend Analysis
Assets	Council assets have shown a diminishing increase over the last four financial periods. The last two financial periods have shown a decline in total assets resulting in an average decrease of 14% in current assets.
Liabilities	Council liabilities have shown an average decrease 6% over the last four financial periods. This is primarily due to Council's increase in operations as there have been no long-term liabilities for the past three financial years.
Net Assets	Council net assets have shown a steady decline of an average of 20% over the last four financial periods. This is mostly due to the decrease in Council assets due the transfer of capital project construction assets of over R85million to the local municipalities as this transfer impacts directly on the calculation of the operating deficit which in turn adversely affects the accumulated surplus.

FINANCIAL PERFORMANCE:

The statement of financial performance as indicated in the table above shows the results of operations for the past year. The following tables list sources of revenue and expenses.

The statement measures the performance of Council for a given period of time. Surplus or deficit is used to measure financial performance and directly related to the measurement of revenue and expenditure for the reporting period.



	2012		2011		2010		2009	Ave
Revenue								
Sale of goods	1,217,207	74%	321,965	5%	305,674	-22%	371,463	26%
Rental of facilities and equipment	7,799,499	1%	7,695,109	-10%	8,428,823	5%	8,026,490	-1%
Interest received (trading)	-		-	-	141	- 9289%	13,238	
Income from agency services	6,963,365	7%	6,496,536	13%	5,664,190	28%	4,057,196	16%
Licenses and permits	59,605,708	17%	49,309,873	14%	42,223,033	9%	38,477,430	14%
Government grants & subsidies	292,212,987	1%	290,229,183	13%	252,453,877	9%	228,808,544	8%
Other income	2,542,524	50%	1,270,759	-60%	1,865,007	-12%	2,091,036	-19%
Interest		-		-		-41%		

received – investment	2,221,854	181%	6,237,003	121%	13,813,333		19,441,804	114%
Total Revenue	372,563,144	3%	361,560,428	10%	324,754,078	7%	301,287,201	7%

The marginal average increase in income from agency services, licenses & permits, grants & subsidies and “other income” does not compensate for the drastic declines in the other sources of revenue, which is a contributory factor to the closing on a deficit for the previous two financial years. The revenue generated from interest on investments averages at a decline of 114%, with 2011 reporting a decline of 121% and 2012 a decline of 181%.

This is directly attributed to Council’s reducing cash held in short-term investments due to the continual compensation of a shortfall in the EMS subsidy allocation from Provincial Department of Health. Revenue has also increased at a lower rate than the CPI rate which had a direct impact on expenses. EMS unfunded mandate has resulted in an unfunded portion of 38,5 million to be recovered from the Gauteng Health Department.

		2012	2011		2010		2009	Ave
Expenditure								
General Expenses	57,591,970	-54%	88,407,759	6%	83,247,398	34%	54,579,209	-4%
Employee related costs	228,392,383	-2%	232,230,971	15%	198,381,839	20%	158,715,935	11%
Remuneration of councillors	9,407,075	11%	8,368,655	8%	7,672,806	6%	7,215,362	8%
Debt impairment	93,999	60%	37,761	100%	-		3,663,701	60%
Depreciation and amortisation	23,602,041	27%	17,198,678	48%	8,962,556	21%	7,106,863	32%
Finance costs	-		-		317	-9245%	29,623	-9245%
Collection costs					218,918	100%	-	
Repairs and maintenance	6,077,486	-29.62%	7,877,686	0.17%	7,864,470	12%	6,935,182	-6%
Contracted services	42,723,077	13%	37,072,909	9%	33,919,718	28%	24,479,909	16%
Grants and subsidies paid	250,000	-33784%	84,710,637	76%	20,151,737	-48%	29,724,916	-11252%
Total Expenditure	368,138,031	-29%	475,905,056	24%	360,419,759	19%	292,450,700	5%

Operating expenses are incurred in the course of conducting normal Council business. They are classified by function such as employee related costs, general expenses, finance charges and contributions to provisions. The average increase in Employee related cost of 11% indicates a constant growth higher than the growth in CPI and Equitable share allocations. This has a direct impact on general operational expenses which in return can affect service delivery. Moratorium on filling of vacancies has resulted in a reduction in salary cost.

Council has moved from declaring an operating surplus to a deficit for the previous two financial years. This deficit is directly in relation to the transfer of completed capital projects to the local municipalities paid as grants & subsidies to the value of R85,525,748. Due to our cost

containment measures implemented council managed to reduce general expenses which resulted in the 2012 financial year end to close with a operating surplus of R4,3 million.

MFMA Circular 66 states: The *Medium Term Budget Policy Statement 2012* notes that the South African economy is projected to grow by 2.5 per cent in 2012. By 2014 GDP growth is expected to reach 3.8 per cent, supported by expanding public sector investment in infrastructure, the activation of new electricity-generating capacity, improving public sector confidence, relatively low inflation and interest rates and strong growth in the Southern African region.

Specific interventions to achieve this include: investing in strategic infrastructure programmes, including electricity generation and transport capacity needed to open up new mining and industrial opportunities. Linked to this is strengthening municipal finances and investing in residential development and urban infrastructure.

The proposed spending framework approved by Cabinet takes account of the need to control spending growth over the medium term while increasing the efficiency of existing allocations to improve public services. As a result, the fiscus does not increase available funds beyond the 2012 budget baseline.

A. Inflation forecasts

Municipalities must take the following inflation forecasts into consideration when preparing their 2013/14 budgets and MTREF.

Fiscal year	2011 Actual	2012 Estimate	2013 Forecast	2014 Forecast	2015 Forecast
CPI Inflation	5.0%	5.7%	5.5%	5.1%	4.9%

Source: *Medium Term Budget Policy Statement 2012*

4. SERVICE DELIVERY

Service delivery in Sedibeng over the medium and long term has been mixed – with some significant successes and some important areas that continue to require focused attention. There have been steady improvements over the last 15 years with respect to: access to basic services.

ACCESS TO BASIC SERVICES

Provision of basic services affects the lives of the communities, particularly the poor, and it can aid in economic development through improved education and infrastructure.

Municipalities in Gauteng have experienced service delivery protest and therefore it is critically important for the Sedibeng municipality to examine the extent to which the communities of the region enjoy the services that help them to improve their standard of living and quality of life. The share of households with access to basic services has increased over the past eleven years.

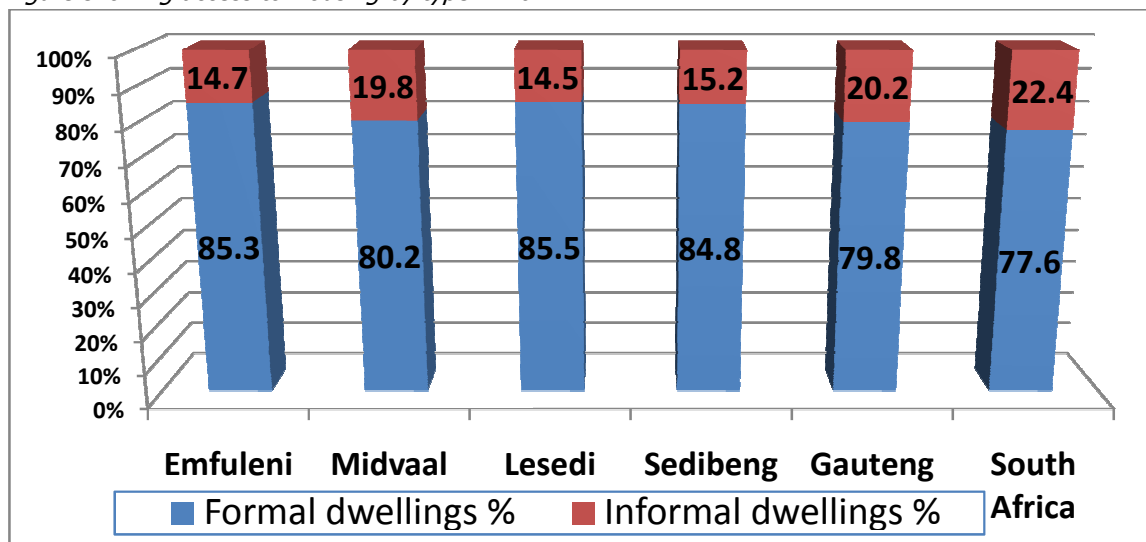
Sedibeng District Municipality does not have the powers and functions of to provide access to basic services to communities but its role has been to facilitate and coordinate with local municipalities in the provision of Basic Services.

(A) Access to Housing:

The need for shelter is one of the most basic needs for survival. In Gauteng, provision of housing and related basic services faces the challenge of in-migration of people in search of better living conditions and employment. In Sedibeng, a high percentage of household lives in housing classified as Formal or Very Formal; and this number has grown in the region of Gauteng.

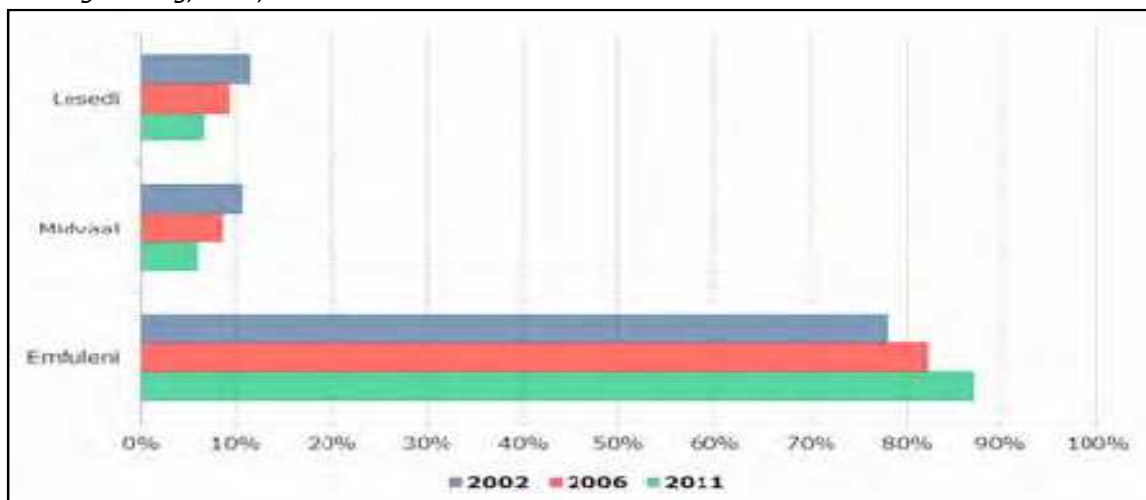
The figure below shows the percentage of households by housing-type in the three local municipalities as well as Gauteng and South Africa for 2011. At 85.5 percent, Lesedi had the largest percentage of households in formal housing followed by Emfuleni approximately at 85.4 percent and 80.2 percent in Midvaal. In Midvaal, about 18.2 percent of households lived in informal dwellings, 14 percent in Emfuleni and 13.3 percent in Lesedi. The smallest percentage of households was those living in traditional dwellings. This was 0.5 percent in Midvaal, the highest percentage of the three local municipalities.

Figure showing access to Housing by type in 2011



Source: Stats SA 2012

Housing Backlog, 2002, 2006 and 2011.



Source: Stats SA 2011

The figure above shows the share of households in the housing backlog by local municipality for 2002, 2006 and 2011. Housing backlog refers to the number of households that are not living in a formal or a very formal dwelling. It reveals that Emfuleni had the highest housing backlog share, and that this increased over the review period, rising from 77.9 percent in 2002 (or 37,662 houses) to 82 percent (42,381 houses) in 2006 and 87.3 percent (34,958 houses) in 2011.

Housing backlog that of Lesedi showed a decreasing trend, from 11.4 percent (5,503) in 2002 to 9.3 percent (4,811) in 2006 and 6.7 percent (2,664 houses) in 2011. In Midvaal, the housing backlog also dropped from 10.7 percent in 2002 (5,115 houses) to 6.1 percent by 2011 (2,429 houses). The large share of housing backlogs for Emfuleni may be as a result of the larger population thus the demand is higher for this type of service. Also, Emfuleni

contributes the most to GDP-R of the district. This may result in people migrating there for work opportunities, with the delivery of houses being under strain. **Source:** Statistics SA 2011

(B) Number of Households with Access to Water:

According to Socio-Economic Review and Outlook 2012, Gauteng provides a greater percentage of its households with access to piped water, at or above the RDP minimums than the average for South Africa. Therefore, Sedibeng has the 276 889 households with access to water at 67.5 percent in Gauteng, showing an increase of 20.1 percent compared to 47.4 percent figures of 2001.

Households with access to Water, 2001&2011 Stats SA 2011

	Year	Number of Households	Percentage
	2011	2001	2011
Sedibeng District Municipality	276 889	47.4%	67,5%

The Statistics South Africa 2011 also indicate that the majority of households in Sedibeng have access to water with a number of 261080 of households supplied by regional/local water scheme

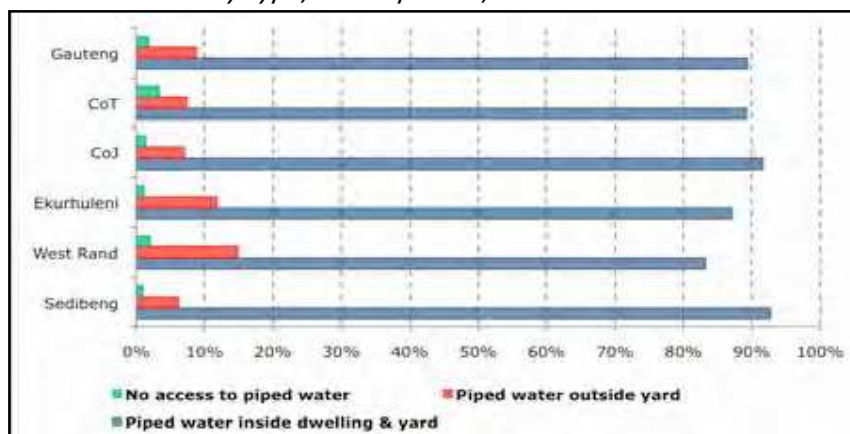
	Regional/ local water scheme (operated by municipality or other water services provider)	Borehole	Spring	Rain water tank	Dam/pool/stagnant water	River/ Stream	Water vendor	Water tanker	Other	Grand Total
DC42: Sedibeng	261080	11881	240	505	382	151	825	1685	3018	279 768
GT421: Emfuleni	212002	3822	107	418	233	97	648	454	2354	220 135
GT422: Midvaal	22699	5562	62	30	50	25	131	1032	374	29 965
GT423: Lesedi	26380	2497	71	57	99	29	46	199	290	29 668

Source: Stats SA 2011

(C) Access to Water by type, selected municipalities in Gauteng

Access to water and sanitation remains one of the most crucial elements for both social and economic development. For the country to ensure the sustainable provision of these services, a comprehensive regulatory framework, improved public education about the need to conserve water and the acceleration of overall service delivery are needed. This section analyses access to water by type and province as well as access to sanitation by province.

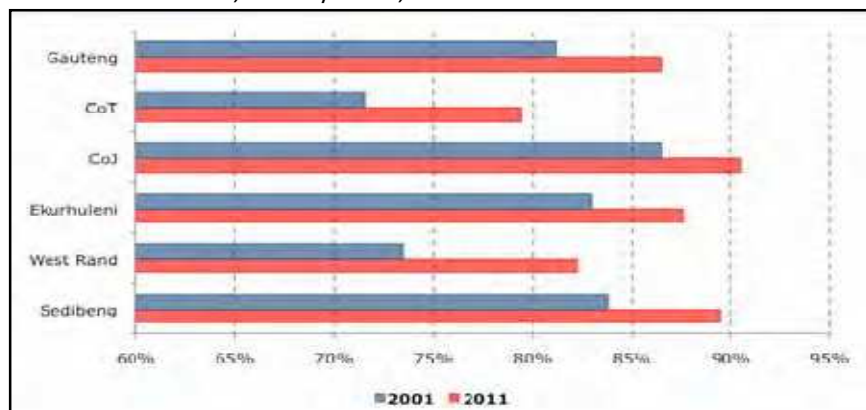
Access to Water by type, municipalities, 2011



Source: Stats SA 2011

The figure above shows the percentage of households with different categories of access to water by municipalities for 2011. The figure shown above that Gauteng provide a greater percentage of households with piped water inside dwelling and yard. Sedibeng had the largest percentage of households in Gauteng with access to piped water inside their dwelling & yard at 92.8 percent. In terms of piped water outside the yard, Sedibeng has the lowest percent in this category.

Access to flush toilet, municipalities, 2001 and 2011

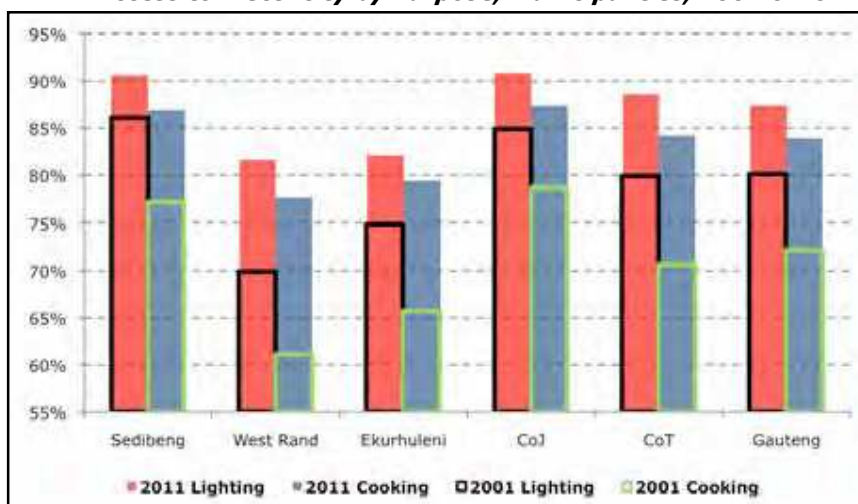


Source: Stats SA 2011

The figure above shows the percentage of households with access to flush toilets by municipalities for 2001 and 2011. The figure indicates that there was an increase in the percentage of households with access to flush toilets across all the municipalities for the two census years. The CoJ had the largest percentage of households with access to flush toilets in 2011 at 90.5 percent, an increase of 4 percentage points compared to 2001. In Sedibeng, about 89.4 percent of households had access to flush toilets, rising by 5.6 percentage points from 83.8 percent in 2001. For the province, about 86.5 percent had access to flush toilets in 2011, an increase from the 81.2 percent recorded in 2001.

(D) Access to Energy Sedibeng – selected municipalities in Gauteng:

Access to Electricity by Purpose, Municipalities, 2001 & 2011



Source: Stats SA 2001 & 2011

The figure above shows the percentage of households for Sedibeng District Municipality and other municipalities in the Province with access to electricity for lighting and cooking for 2001 and 2011. Sedibeng had 86.1 percent of households with access to electricity for lighting in 2001, rising by 4.5 percentage points to 90.6 percent.

The CoJ had the largest percentage of households with access to electricity for cooking in 2011 at 87.4 percent. This was 3.5 percentage points higher than that of the province. Access to electricity for lighting for the province as a whole increased to 87.4 percent in 2011 and that for cooking to 83.9 percent.

▪ *Number of Households with access to Energy for Lighting:*

The figures presented by Statistics South Africa indicate that the majority of households at **253352** used electricity as an energy or fuel source for lighting purposes and it was followed by candle at **20287**. The municipality has shown a steady increase in terms of access to electricity for purpose of lighting as compared to **222, 176** figures presented by the *Community Survey of 2007*.

Municipality	None	Electricity	Gas	Paraffin	Candles (not a valid option)	Solar
DC42: Sedibeng	579	253352	595	4352	20287	603
GT421: Emfuleni	379	202903	402	2853	13159	439
GT422: Midvaal	133	23770	113	1282	4582	85
GT423: Lesedi	68	26679	80	217	2545	79

Source: Stats SA 2011

Number of Households with access to Energy or Fuel for Cooking

As was the case with energy or fuel used for lighting purposes, the majority of households used electricity for cooking purposes at **243530**, showing an increase as compared to **217 519** figures presented by Community Survey. Paraffin also remained an important energy source for cooking purposes with **20548** of households using this as a fuel or energy source.

	None	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other
DC42: Sedibeng	411	243530	9444	20548	2870	2195	127	376	268
GT421: Emfuleni	291	198800	5641	13409	994	444	52	294	210
GT422: Midvaal	42	21555	2632	4661	872	102	33	48	19
GT423: Lesedi	77	23175	1171	2478	1004	1649	42	34	39

Source: Stats SA 2011

Number of Households Energy or Fuel for Heating:

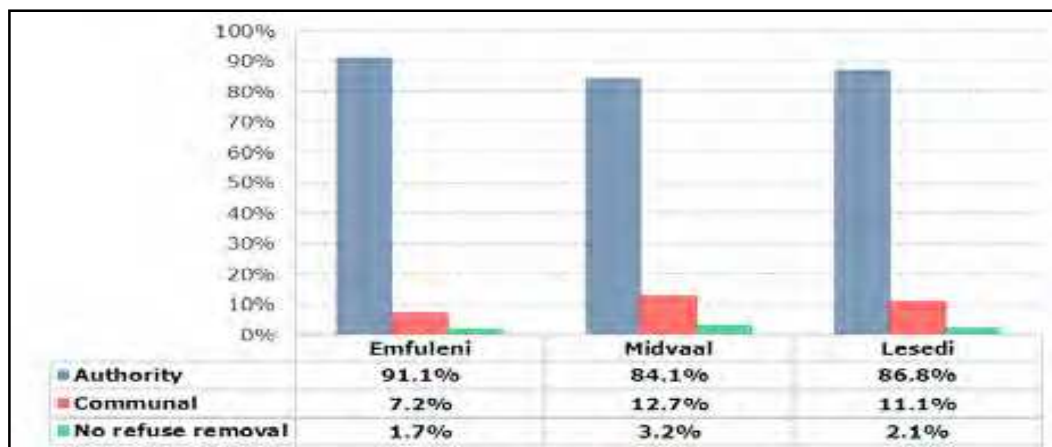
With regards to fuel or energy used for heating purposes, electricity remained the main source of energy with **222 239** of households using this as an energy source. When comparing the number of households using electricity as a source for Lighting, Heating and Cooking, it is evident that less households use electricity in the region as an energy source for heating purposes, probably because of affordability issues. Both wood and paraffin ranked second highest as an energy source for heating purposes.

Table: *Energy or Fuel for Heating*

Municipality	None	Electricity	Gas	Paraffin	Wood	Coal	Candles (not a valid option)	Animal dung	Solar	Other
DC42: Sedibeng	19685	222239	10233	8969	10203	7480	-	314	633	12
GT421: Emfuleni	11598	186383	6590	6635	4755	3497	-	196	471	10
GT422: Midvaal	4192	17716	2359	1541	3467	546	-	39	105	-
GT423: Lesedi	3894	18140	1284	793	1980	3437	-	80	57	2

Source: Stats SA 2011

(E) Refuse Removal:



Source: Stats SA 2011

The figure above shows the percentage of households with access to refuse removal, by type, in the local municipalities in Sedibeng for 2011. For all three municipalities, most households had their refuse removed by the authorities on a weekly basis. Emfuleni had the largest percentage, at 91.1 percent, followed by Lesedi at 86.8 percent and Midvaal at 84.1 percent.

Communal refuse removal was the second largest type, with 12.7 percent of households in Midvaal having this type of service. Midvaal had a larger share of its households with no refuse removal than did any other Sedibeng local municipality, at 3.2 percent. In Lesedi this was 2.1 percent, 0.4 percentage points higher than in Emfuleni. The table below shows the number of households with access to refuse removal, by type, in the local municipalities for 2011.

INTEGRATED TRANSPORT PLAN:

The Integrated Transport Plan (ITP) for Sedibeng 2008 to 2013 is focused on developing transport infrastructure and operational plan for the District for 2010. Significant progress has been made in rolling out ITP. Below is a summary of progress made to date:

- Collection and collating information on transport facilities location, utilization and capacity;
- Analyzing routes and services;
- Collating information relating to operating licenses and subsidized bus transport information;
- Cordon Surveys done;
- Reviewing relevant legal framework;
- Analysis of planned developments; and

In terms of Integrated Transport Plan for Sedibeng, further studies that need to be undertaken are as follows;

- Strategy for Modal Integration of public transport (Mini-bus, buses and trains)

- Assessment and strategy to deal with Meter Taxis and scholar transport in the region.
- Provision of transport for people with special needs.
- Policy on management of public Transport Facilities and Public Transport by-laws.
- Support Gauteng with finalization of Integrated Public Transport Network Design Project.
- Assistance to Municipalities on Road Safety campaigns, Traffic signals, Road signage and road infrastructure development.
- Develop freight Transport Management plan.
- Develop Airport turnaround strategy or commercialization of current Airport
- Develop a course Area-wide Master-Plan to be able to provide for proper networking planning of Non-Motorized Transport.

Operating License Strategy:

- Every route has oversupply of taxis (including 30% contingency).
- Formal ranks within the CBD are operating beyond their capacity conditions.
- High proportions of operators were issued with Operating License without considering oversupply.
- High proportions of vehicle registration from site do not correspond with registrar database (and OLS).
- Route compliance not strictly enforced.
- Provincial Department of Roads and Transport intends to establish Transport Operating License Administrative Body (TOLAB) in Sedibeng to assist Local operators.

Rationalization Plan:

- Subsidized contracts bus services are mainly serving low income residential areas, long distance
- There are two hundred and fifty six (256) subsidized bus routes which majority is in Emfuleni Local Municipality.
- There are no subsidized operations in Lesedi Local Municipality
- Only 6% of commuter trips in Sedibeng District Municipality are by rail, 15% by bus and the rest by taxi
- The operators extended routes at own cost to provide service while maintaining contract performance.
- Scholar trips and mini-bus taxis are not subsidized.
- Subsidized services are in direct competition with taxi operations for the majority of the routes.

Status quo of travel behavior and Public transport in Sedibeng:

Vehicle Ownership:

- The vehicle ownership in SDM averages less than 0,4 vehicles per household in the entire area. Vehicles include all forms of motorized transport. A slightly larger number of households, namely 0,44 stated that a vehicle is available to the household for use, including company owned vehicles.

Public Transport Facilities:

- There are 35 Bus rank in Sedibeng, of which only two (2) are formal.
- There are 56 Taxi/Public Ranks in Sebokeng, of which only twelve (12) are formal.
- Major portion of ranks are in Emfuleni Local Municipality.
- Only 25% of mini-bus taxi ranks are in good condition, most ranks are either informal and/or temporally on street

A) Mode of Travel

From the three municipal areas within SDM, it was found that motorized transport was the predominant mode of travel to work. The modal split between motorized and non motorized trips is 78:22. 42% of motorized trips to work are made by public transport, i.e. 6% by train, 7% by bus and 29% by taxi. The table below shows the prevalence of non-motorized transport (NMT) modes in SDM as compared to other modes of travel to work.

MODE SHARE OF WORK TRIPS BY ANALYSIS (%)											
MAIN MODE TO WORK	Evaton/ Sebokeng	Arcelor Mittal/ Vanderbijlpark	Viakplaas/ Mooiwater AH	Viakfontein farms	Vereeniging/ Three rivers	Meyerton	Suikerbosrand	Ratanda/ Heidelberg	Devon /Visckuil	Devon/ Visckuil AH	SEDIBENG
REGION	1	2	3	4	5	6	7	8		9	ALL
Train	12.46	0.32	1.05	1.16	4.32	1.66	11.13	N/A	8.39	N/A	5.9
Bus	17.81	0.51	2.6	1.33	N/A	N/A	2.97	N/A	N/A	3.6	7.03
Mini-Bus Taxi	48.93	16.57	20.28	23.15	9.59	5.46	32.46	N/A	2.35	36.58	28.78
Car	9.31	61.38	19.69	54.18	70.43	39.34	2.44	69.83	42.12	15.72	31.77
Walk/ Cycle	6.48	16.06	50.34	14.2	14.23	53.12	50.32	25.66	31.58	35.19	21.73
Motorcylce/ Comp Transport	5.01	5.17	6.03	5.98	1.44	0.42	0.67	4.5	15.55	8.92	4.79

Source: Households Survey 2002

CHAPTER 03:
REGIONAL SPATIAL DEVELOPMENT
FRAMEWORK



INTRODUCTION: REGIONAL SPATIAL DEVELOPMENT FRAMEWORK (2013-14):

The Spatial Development Framework (SDF) is a key legislative mechanism that seeks to address the numerous developmental challenges of the District. A number of these challenges considered and interpreted by the SDF include:

- Integrating the urban spatial form created under apartheid to separate townships from economic areas;
- Addressing the services backlogs for the poorest of the poor
- Investing in the market-related residential development property boom;
- Providing an effective and affordable district-wide public transportation network that takes into account the reliance of the low-income communities on public transport (at a greater relative monthly cost) and conversely, the dependence of middle income communities on private modes;
- Balancing and facilitating market and public sector development in an effective and co-ordinated manner; optimising the use of existing resources;
- Determining and communicating reasonable and effective development policies and strategies;
- Investing in infrastructure in a cost-effective and proactive fashion whilst ensuring that historical backlogs are addressed.

The purpose of the SDF is not to infringe upon land rights but to guide future land uses. No proposals in this plan create any land use right or exempt anyone from his or her obligation in terms of any other controlling land uses. The maps should be used as a schematic representation of the desired spatial form to be achieved by the municipality in the long term.

The Gauteng Spatial Development Framework forms the basis around which the District SDF is developed, therefore this SDF:

- Gives effect to the policies and principles as laid down in the National Spatial Development Perspective (NSDP), Gauteng Spatial Development Perspective (GSDP), Gauteng Spatial Development Framework (GSDF) and National Development Plan vision for 2030;
- Gives effect to the principles contained in Chapter 1 of the Development Facilitation Act 1995 (Act no 67 of 1995), DFA;
- Sets out objectives that reflect the desired spatial form of the municipality;
- Indicates desired patterns of land use within the municipality;
- Addresses the spatial reconstruction of the location and nature of development within the municipality;
- Provides strategic guidance in respect of the location and nature of development within the municipality;
- Sets out a land use management system in the district;



- Sets out a capital investment framework for the municipality's development programs;
- Contains a strategic assessment of the environmental impact of the spatial development framework;
- Identifies programs and projects for the development of land within the municipality;
- Aligns with the spatial development frameworks reflected in the integrated development plans of neighboring municipalities;
- Indicates where public and private land development and infrastructure investment should take place;
- Identifies areas where strategic intervention is required and
- Indicates areas where priority spending is required.

Context

There are various plans and policies that influence the development of the Spatial Development Framework. These aspects have been incorporated in order to develop the proposals as set out in the framework.

LEGISLATION & POLICY:

A number of pieces of Legislation and Policy have a direct influence on the compilation of the SDF. The following legislative and policy documents have to be taken into account:

- **Local Government: Municipal Systems Act, (Act 32 of 2000)**

This Act stipulates that all Municipalities prepare an Integrated Development Plan (IDP), which is the principal strategic planning instrument guiding and informing all planning and development. Chapter 5, Section 26 (e) of the Act specifies the requirement that a Spatial Development Framework (SDF) be a component of the IDP.

- **Local Government: Municipal Structures Act, (Act 117 of 1998)**

Section 84 (i) of this Act provides for the division of functions and powers between Districts and Local Municipalities. The relevant section of the Act dealing with functions of the District is reproduced below:

"A District Municipality has the following functions and powers:

- a) Integrated development-planning for the District municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the District municipality.
- b) Potable water supply systems.
- c) Bulk supply of electricity, which includes for the purpose of such supply, the transmission, distribution and, where applicable, the generation of electricity.
- d) Domestic waste-water and sewage disposal system.
- e) Solid waste disposal sites, in so far as it relates to:
 - i. the determination of a waste disposal strategy;
 - ii. the regulation of waste disposal;



- iii. the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the District.
- f) Municipal roads which form an integral part of a road transport system for the area of the District municipality as a whole.
- g) Regulation of passenger transport services,
- h) Municipal airports serving the area of the District municipality as a whole.
- i) Municipal health services
- j) Fire fighting services serving the area of the District municipality as a whole, which includes:
 - i. planning, co-ordination and regulation of fire services;
 - ii. specialized fire fighting services such as mountain, veld and chemical fire services;
 - iii. co-ordination of the standardization of infrastructure, vehicles, equipment and procedures;
 - iv. Training of fire officers.
- k) The establishment conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the District.
- l) The establishment conduct and control of cemeteries and crematoria serving the area of a major proportion of 5 municipalities in the District.
- m) Promotion of local tourism for the area of the District municipality.
- n) Municipal public works relating to any of the above functions or any other functions assigned to the District Municipality”.

The first of the functions of the District as listed above is the preparation of a framework for integrated development plans for each of the municipalities, a key component of which is the District Spatial Development Framework.

- **Spatial Planning and Land Use Management Act, 2013**

The Act prescribes norms and principles for development planning, including matters relating to sustainability, equality, efficiency and integration, fair and good governance, all of which must, as a result, be taken into account in the development of the Sedibeng District Spatial Development Framework.

- **Municipal Planning and Performance Management Regulations
(Government Gazette No. 2605, 24 August 2001)**

These Regulations specify that a Spatial Development Framework (SDF) reflected in a municipality’s IDP must:

- a) Give effect to the principles contained in Chapter 1 of the Development Facilitation Act (DFA), Act 65 of 1995.
- b) Set out objectives that reflect the desired spatial form of the Municipality.
- c) Contain strategies and policies regarding the manner in which to achieve the objectives.

- d) Set out basic guidelines for a land use management system in the municipality.
- e) Set out a capital investment framework for the municipality's development program.
- f) Contain a strategic assessment of the environmental impact of the spatial development framework.
- g) Identify programmes and projects for the development of land within the municipality.
- h) Be aligned with the spatial development frameworks reflected in the IDPs of neighbouring municipalities.
- i) Provide a visual representation on the desired spatial form of the municipality.

- **Development Facilitation Act, (Act 67 of 1995)**

While the Development Facilitation Act is to be repealed, the Land Development Principles contained in Chapter 1 of the Development Facilitation Act should still be adhered to in the compilation of the SDF, in particular:

- a) Policy and laws to provide for urban and rural development and to facilitate formal/informal settlements
- b) Discouraging illegal occupation of land
- c) Promoting efficient and integrated land development
- d) Integrating social economic institutional and physical aspects
- e) Mutually supportive rural and urban development
- f) Facilitating availability of residential and job opportunities in close proximity to each other
- g) Optimisation of existing resources
- h) Promoting diverse combination of land uses
- i) Discouraging urban sprawl
- j) Correcting historically distorted spatial patterns
- k) Encouraging environmentally sustainable development
- l) Facilitating safe utilisation of land
- m) Facilitating speedy development
- n) Ensuring applications are judged on their own merit
- o) Development that results in security of tenure

- **Gauteng Planning and Development Bill, 2012**

Of relevance to the SDF is chapter 3 of the Gauteng Planning and Development Bill, which directs municipalities to include the following in their Spatial Development Frameworks:

- a) A review of existing land use patterns in the municipality and a statement of issues to be addressed.
- b) A plan showing the desired pattern, including the density or intensity, of land uses.
- c) The future development of roads and transport infrastructure.

- d) A statement of priorities for the development of any particular land uses or land areas within the municipality and the strategies to be implemented to achieve such priorities.
- e) A programme for the development of any particular land uses or land area within the municipality
- f) The availability of engineering services to serve future land use development.
- g) A programme for the provision of engineering services to serve the development of the desired pattern of land use.
- h) The methods, including the provisions of the land use scheme, to achieve the objectives of the municipal strategic development framework.

- **The Gauteng Spatial Development Framework, 2011**

The Gauteng Spatial Development Framework has a number of aspects that need to be taken into account when developing the SDF. In particular, this framework is, “premised on building Gauteng as a City Region that allows agriculture to provide a link between rural and urban economic development, shaped by infrastructure led investment”. The framework seeks to:

- a) Provide a clear future provincial spatial structure that is robust to accommodate growth and sustainability.
- b) Specify a clear set of spatial objectives for municipalities to achieve in order to ensure realisation of the future provincial spatial structure.
- c) Propose a set of plans that municipalities have to prepare in their pursuit of these objectives.
- d) Provide a common language and set of shared planning constructs for municipalities to use in their planning processes and plans.
- e) Enable and direct growth.

- **National Environmental Management Act (NEMA) (Act 107 of 1998),
Environmental Conservation Act (Act 73 of 1989) & National
Environmental Management Air Quality Act (Act 39 of 2004)**

The above environmental legislation requires that due cognisance be taken of environmental factors in any proposed development. The Acts, in particular NEMA, outline the procedures for environmental authorisation including that, where required, environmental impact assessments are to be undertaken for approval by the responsible department. The SDF must take into account the protection of environmentally sensitive areas.

- **Mineral and Petroleum Resource Development Act (Act 28 of 2002)**

The act requires that consent to mineral rights be granted by the Department of Minerals and Energy before land is developed.



- **Water Services Act (Act 108 of 1991)**

This act allows the municipality to divert a river course for the construction of structures within a flood line. No development on affected land can take place without the approval of a municipality.

- **National Land, Transport Act (Act 22 of 2000)**

The Act authorizes the Department of Transport to proclaim road alignments for national and provincial roads. No development may occur on land earmarked for such roads development.

- **Subdivision of Agricultural Land Act (Act 70 of 1970)**

The Act restricts subdivision of land proclaimed as agricultural in terms of the Act. Ministerial consent must be obtained for subdivision of such land.

- **National Heritage Resources Act (Act 25 of 1995)**

The Act does not allow any developments to occur on land proclaimed as a heritage resource without prior approval of the responsible authority (Provincial Heritage Resources Agency).

- **National Parks Act (Act 57 of 1976)**

The Act sets aside areas to be proclaimed as national parks. These lands may not be developed at all.

- **The Housing Act (Act 107 of 1997)**

This Act, through the Department of Housing, provides for the development of a housing programme and the identification of areas for low income housing. The act promotes the establishment of high density areas.

LEGISLATIVE AND POLICY KEY ISSUES:

From an analysis of the legislative and policy context, the emerging key issues for spatial development planning can be summarized as follows:

1. Sedibeng needs to develop policies that support inherent strengths and intrinsic potentials of the area across municipal and provincial boundaries.
2. Current disjointed policies need to be reformulated to address the strategic development of the District as a functional entity.
3. Law enforcement needs to be improved.
4. Policy and strategy is required for integrated planning and the prevention of sprawl.

PROVINCIAL CONTEXT

Gauteng Department of Economic Development embarked on a project to develop a long-term development plan for Gauteng province and was finally approved in 2011. It proposed a spatial development pattern in the pursuit of planning for shared, equitable, sustainable and inclusive growth and development in the province.

The Spatial Development Framework, with which this document is concerned, is a key part of this initiative. In embarking on this initiative, the Gauteng Provincial Government seeks to:

- i. provide a clear future provincial spatial structure that is robust to accommodate growth and sustainability;
- ii. specify a clear set of spatial objectives for municipalities to achieve in order to ensure the realisation of the future provincial spatial structure;
- iii. propose a set of plans that municipalities have to prepare in their pursuit of these objectives;
- iv. provide a common language and set of shared planning constructs for municipalities to use in their planning processes and plans; and
- v. Enable and direct growth.

In the Gauteng Spatial Development Framework (GSDF), the Province outlines issues of population growth with a predicted population of 28 million people in the Gauteng City Region (GCR) by 2055 and therefore Gauteng requires a serious overhaul of its planning fundamentals to address the social, environmental and economic needs of an added 16 million people in the Gauteng province. The GSDF has mentioned that there are too many inadequacies and inequalities that exist in the present Gauteng economic system and these are in many respects deeply embedded in failings in the spatial structure of the city region.

In addition to the GSDF there are various policies and strategies that have been developed that provide direction to municipalities with regard to the type of developments to promote in the area. Some of these documents included the Integrated Energy Strategy, Green Economy Strategy, ICT Strategy and the Innovation Strategy. Although these strategies do not directly impact on the spatial development of the regions, it does provide some guidance with regard to the types of activities to be promoted. These strategies promote manufacturing related to the green economy, better use of broadband and fibre optic infrastructure that may facilitate developments such as BPO parks.

REGIONAL CONTEXT:**Study Area**

The study area for the Sedibeng District Spatial Development Framework includes the three local Municipalities that make up the Sedibeng District, namely, Midvaal, Emfuleni and Lesedi Local Municipalities, as illustrated on the map below.



Key Issues

From a contextual perspective, the following Key Issues need to be addressed:

1. Focussed development and investment is required, taking into account spatial and economic realities and functional areas. (This will need to take into account cross municipal and provincial border issues.)
2. The removal of unnecessary competition between and among municipalities is needed.
3. The outward leakage of resources, both human and economic, needs to be curtailed
4. There needs to be a clear allocation of integrated development planning responsibilities
5. Protection of resources is required, including high potential agricultural areas, environmentally sensitive areas and access to tourism facilities and amenities.

LOCAL CONTEXT:

Emfuleni

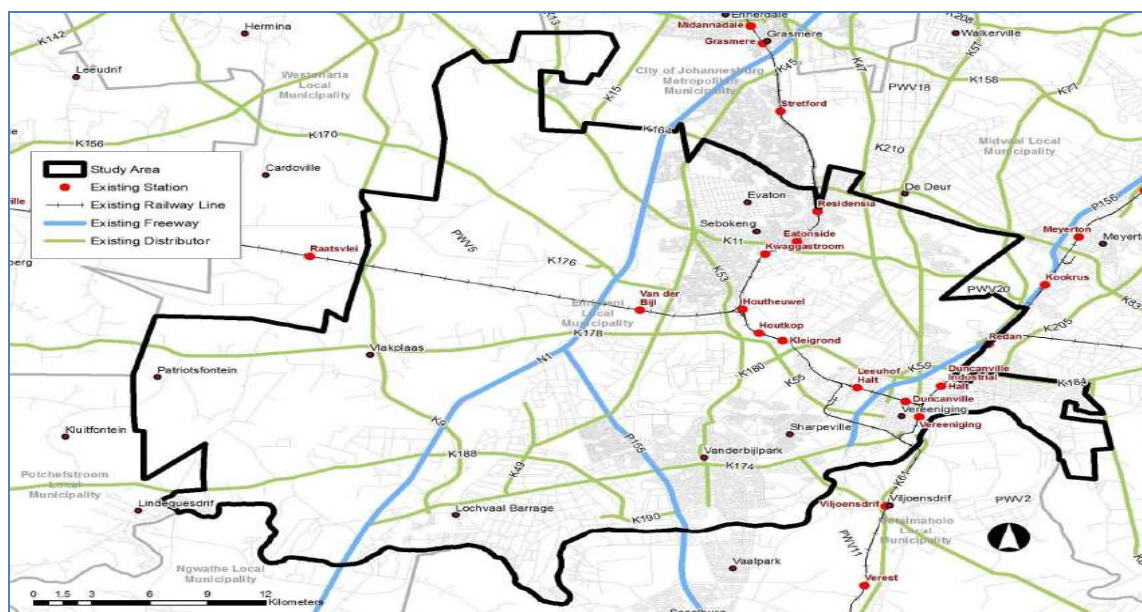
Emfuleni functionally links to Pretoria and the Free State. Areas of Sasolburg and Vaalpark in the Free State are economically linked to Emfuleni. In addition, the Gauteng Spatial Development Framework has identified Vereeniging and Vanderbijlpark as important urban development nodes of provincial importance. These nodes are to be linked through rail and road networks.

Emfuleni road and rail infrastructure is well developed; the major roads and rail lines traversing the area include the following:

- The N1 linking Pretoria with the Free State continuing to Cape Town
- The K178 linking Vereeniging with the N1 and the North West Province to the west
- The K53 linking Vereeniging in the south with Johannesburg in the north
- The K59 linking Vereeniging with De Deur, Walkerville and Johannesburg to the north
- The rail line that links Vereeniging and Johannesburg to the north.
-

The above and other roads are illustrated in the Map below extracted from the Emfuleni SDF.

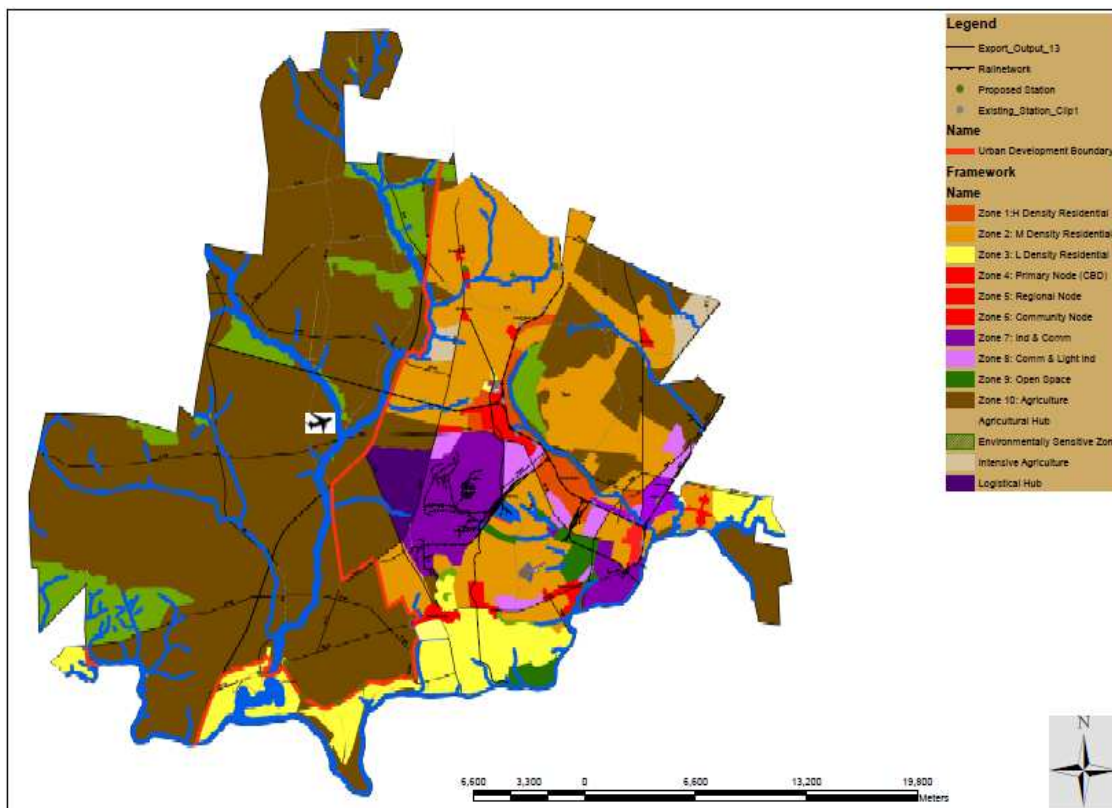
Road Network



The spatial structure of Emfuleni is such that the non agricultural and tourism land uses, namely commercial, industrial, residential and educational activities, are concentrated in a triangle formed by Vanderbijlpark, Vereeniging and Sebokeng. The agricultural activities are concentrated in the west in the areas with high agricultural potential.

Tourism activities and facilities are concentrated along the Vaal River. This is illustrated in the Emfuleni Spatial Development Framework below, as extracted from the Emfuleni SDF 2013-14.

Emfuleni Spatial Development Framework



Midvaal

Midvaal Local Municipality is located between Emfuleni in the west and Lesedi in the east. The municipal area straddles the banks of the Vaal River and the Vaal Dam in the south and extends to the borders of Johannesburg in the North West and those of Ekurhuleni in the north east.

Major national and provincial roads traversing the municipal area include:

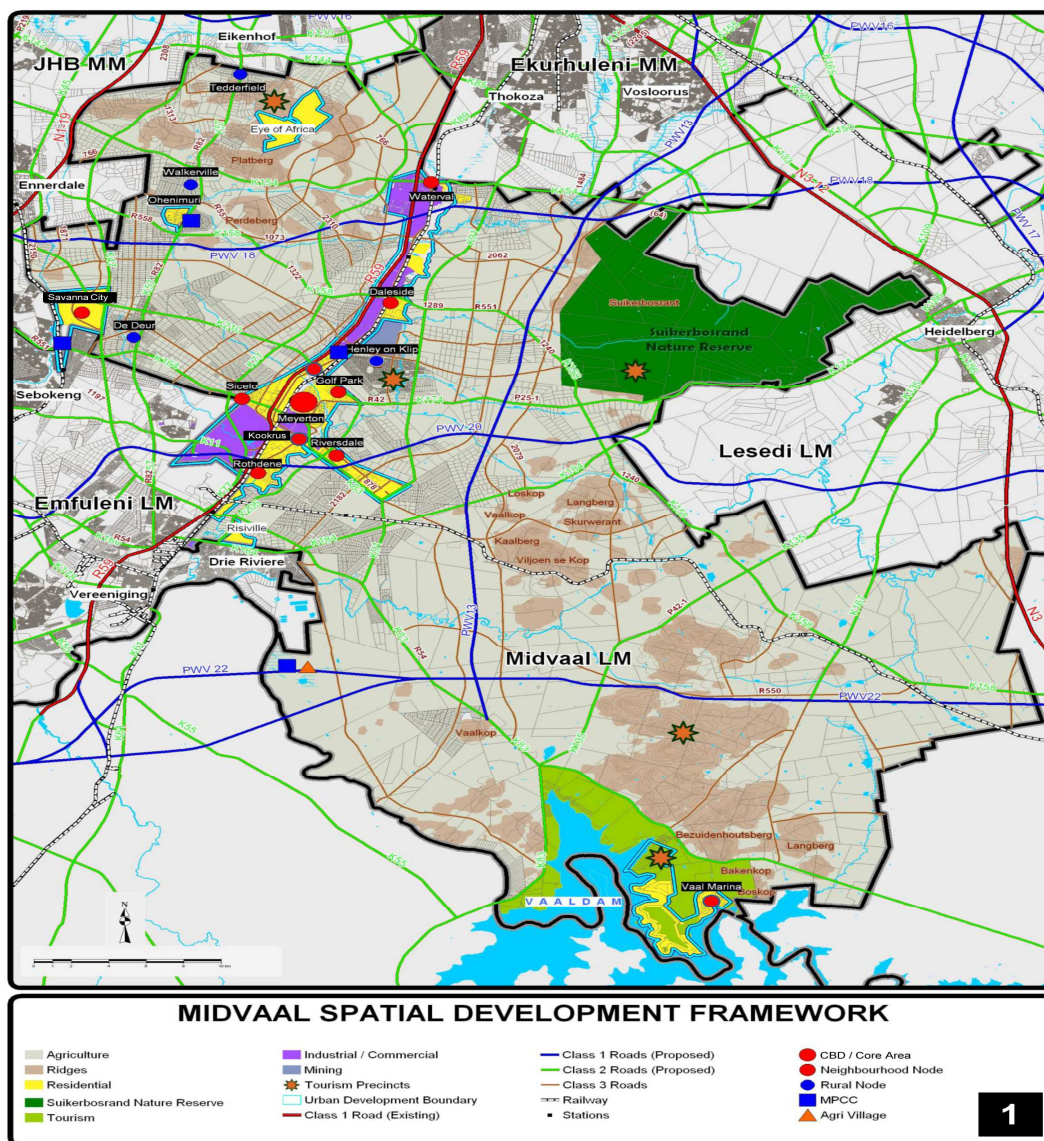
- The R59, a north/south route that links Vereeniging with Alberton and the N12 in Johannesburg. This route is situated in the central part of Midvaal Local Municipality area.
- The N1, which is the major national north/south National Road linking Messina, on the northern border of South Africa, to Cape Town in the south and which passes the Midvaal area adjacent to the western boundary of the municipality.
- The N3, which is the major transport link between Gauteng Province and Ethekewini (Durban) and which passes through the Midvaal area a few kilometres to the north-east border of the municipality;
- The R82, a secondary north/south route linking Vereeniging and Johannesburg via Walkerville, situated in the western parts of Midvaal.
- The M61, a secondary north-south route running parallel to the R59 linking Vereeniging and Alberton via Meyerton, Randvaal and Klipriver.

- The R42, which runs east/west through Midvaal and links Meyerton with Heidelberg and the N17 in the Lesedi Local Municipality.
- The R551, an east/west route between the N1 and the Suikerbosrand Nature Reserve. This road merges with the R42 at the Nature Reserve.
- The R550, an e/st-west link between the N3, R59 and R82 in Midvaal.
- The R54, which links Vaal Marina to the R82 in Midvaal

A notable factor regarding the above roads is the predominance of north/ south routes and the lack of major east/ west routes.

The Midvaal Road Network is illustrated in the map below

Road Network





Midvaal is largely rural/agricultural in nature. Suikerbosrand Nature Reserve and the Vaal Dam are significant natural features and important conservation/environmentally sensitive areas in the Municipal Area.

Development is concentrated in the north eastern areas, occurring around and along the R59 in the east and the R82 in the west. Urban nodes occurring along these routes include:

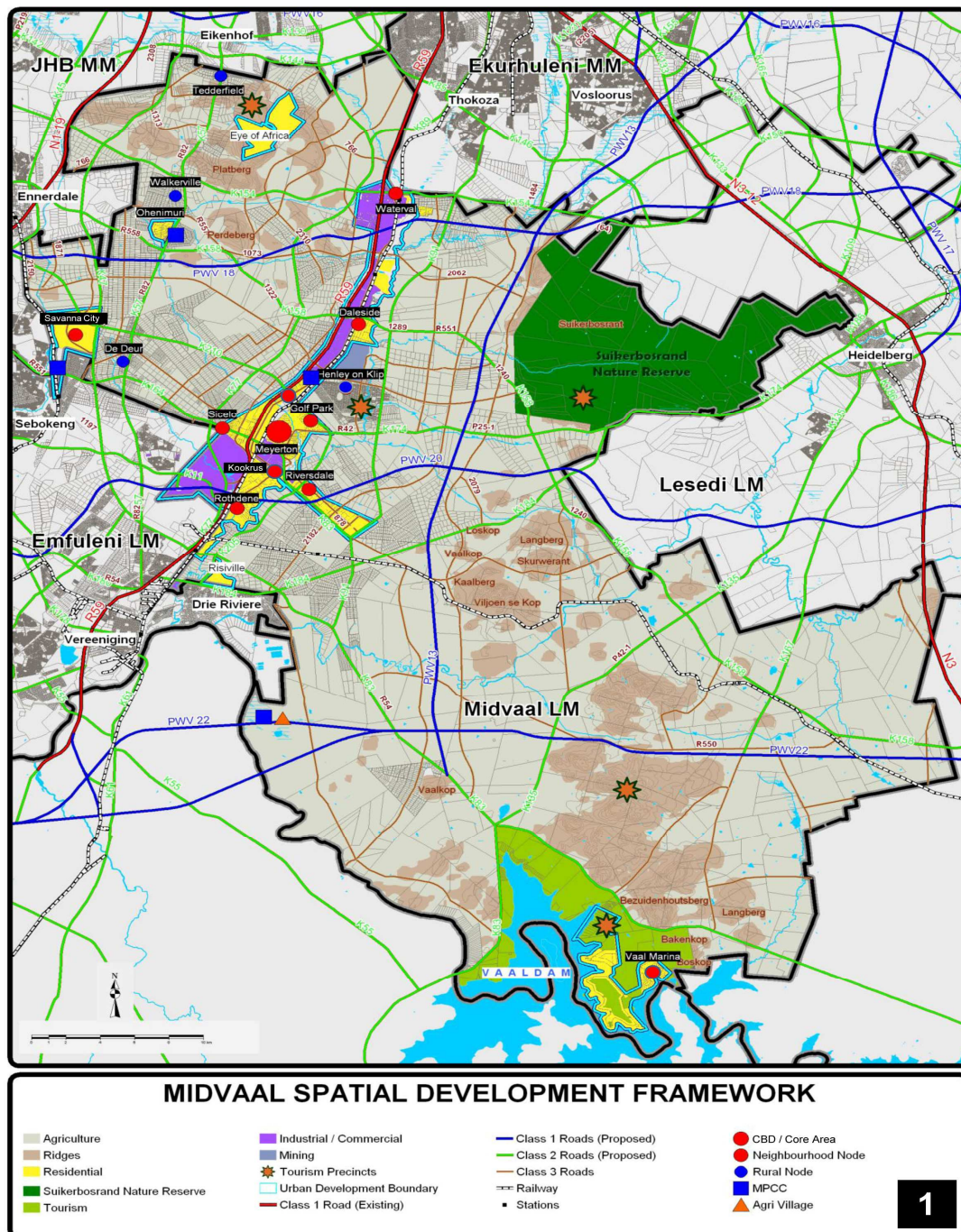
- R59: Waterval, Randvaal, Henley-on-Klip and Meyerton.
- R82: Tedderfield, Walkerville and De Deur. Savannah City will also link with this route.

The Gauteng Spatial Development Framework has identified the importance of the R59 corridor to link Johannesburg, Ekurhuleni, Meyerton and Vereeniging in the south. The close proximity of Johannesburg to Midvaal, linked by the R59, R82, M61 and N1, has contributed to the development of residential areas in the north of Midvaal as dormitory areas for people working in Johannesburg.

Recently industrial/commercial areas have also developed in the northern part of the Midvaal Municipality adjacent to the R59 route, which takes advantage of the accessibility, low land costs and proximity to the Johannesburg, Tshwane and Ekurhuleni Metropolitan areas. Areas of strategic development are mainly focusing on future development along the R59 corridor, Henley-on-Klip, Vaal Marina/Mamello, De Deur and Walkerville. In addition, the densification of existing urban areas and emerging areas such as Riversdale is a key priority for the Municipality.

The spatial structure of the Midvaal Area extracted from the Midvaal SDF is illustrated below.

Midvaal Spatial Development Framework



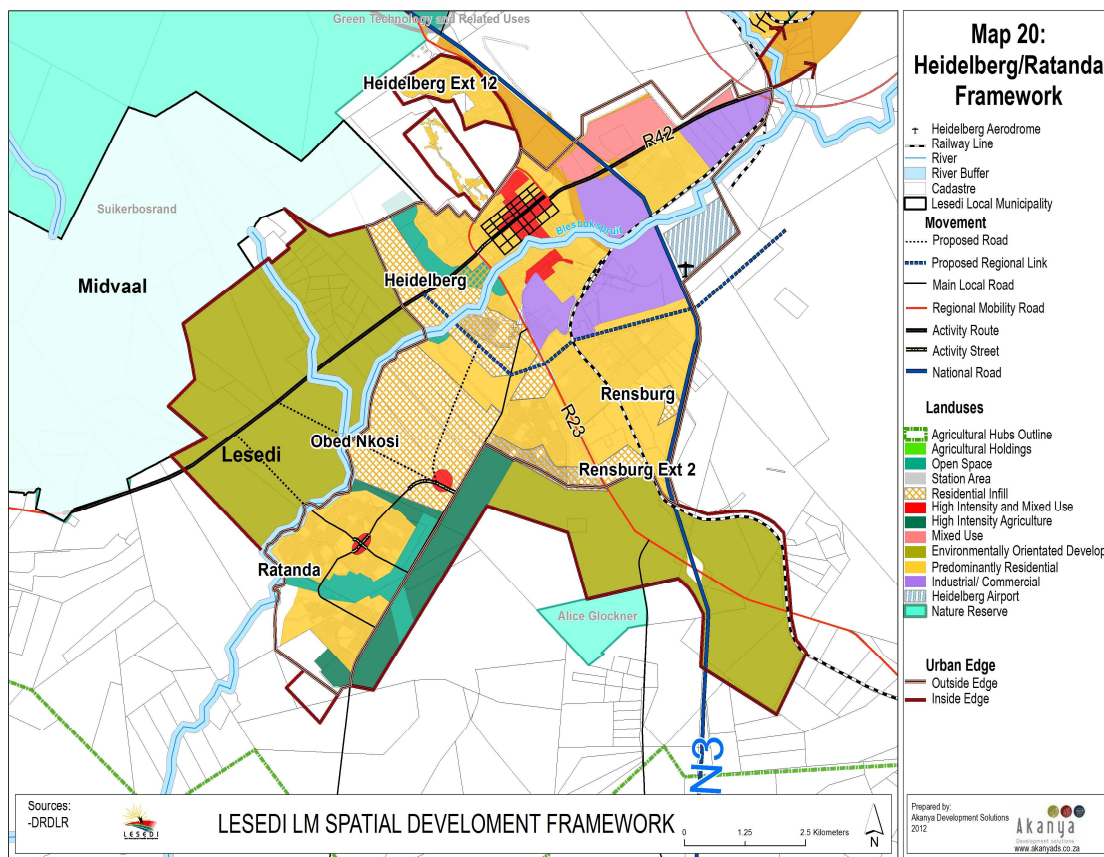
Lesedi

Lesedi Local Municipality is located in the south eastern part of Gauteng Province. The municipality has a land mass of 1 042 km² and is traversed by the N3 and N17 national roads. The N3 is the main link between Gauteng and Durban/EThekweni in KwaZulu Natal (KZN), whilst the N17 serves to link Johannesburg to the Sasol-Secunda industrial node, KZN and Swaziland further east.

Major provincial roads traversing the municipal area include:

- R42 that links Heidelberg with Vereeniging to the south-west and Nigel to the northeast
- R29 that runs parallel to the N17
- R549 that links Heidelberg with Vaal Marina and the Vaal River in the south.
- R550 that runs east-west, linking Nigel with Devon
- R23 that links the area with Balfour in the south east and Benoni to the north.
- R51 linking Nigel with Balfour
- R548 linking Balfour with Devon
- R103 that runs parallel to the N3 freeway.

Road Network

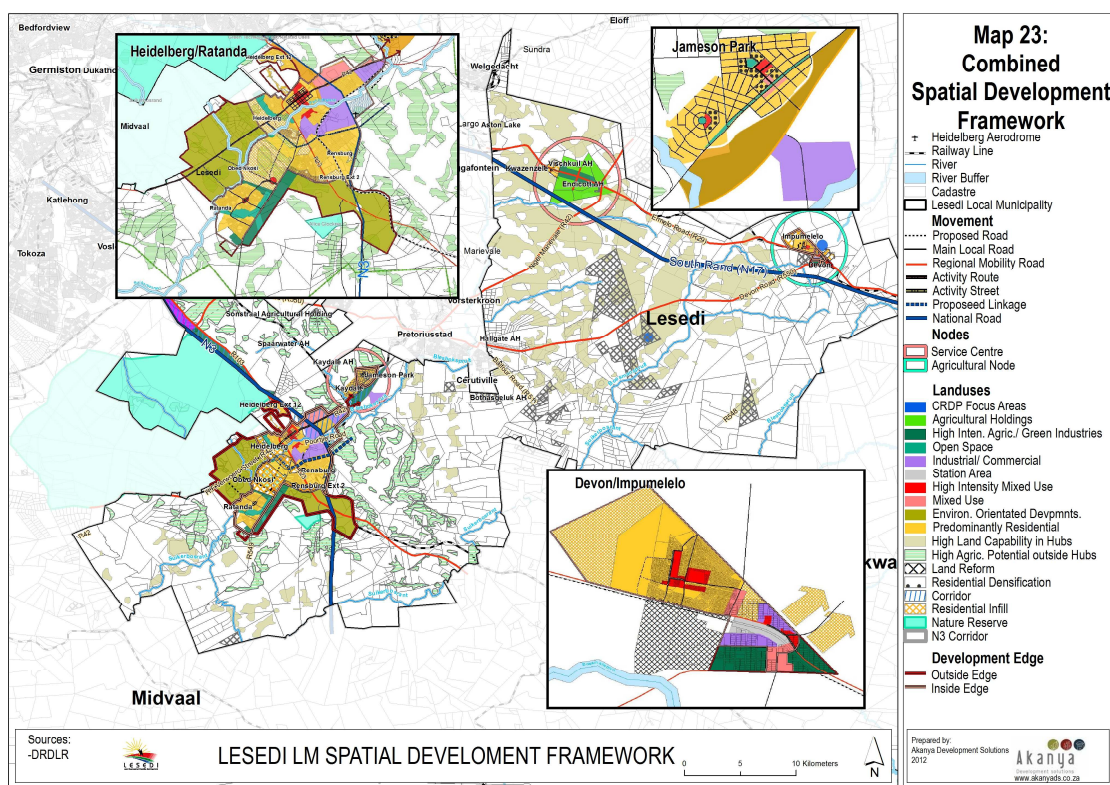


Lesedi is largely rural/agricultural in nature, with Heidelberg/Ratanda and Devon/Impumelelo serving as the main urban nodes. A large number of people in these urban areas work in Springs and other areas of Ekurhuleni outside of the District.

The Gauteng Spatial Development Framework has identified a corridor along the N3 that links Johannesburg /Ekurhuleni with Heidelberg. The Lesedi SDF has also indentified an "Economic Corridor" (the subject of the Lesedi Nodal & Corridor Study 2009) and a "Tourism Corridor" along the R42. Population density of the Municipality is relatively low at 95.5 people per km².

The spatial structure of the Lesedi Municipality, extracted from the Lesedi SDF, is illustrated on the Map overleaf. The majority of the area is rural/undeveloped, with small pockets of residential areas in Heidelberg and Ratanda.

Lesedi Spatial Development Framework



HIERARCHY OF SDFS

The SDF is structured in a hierarchical manner to provide plans that will guide the municipality with guidance for development and land use control. The plans will be the following:



- The Regional Spatial Development Framework, which should be regarded as a strategic tool, providing broad spatial direction and context to development in the district as a whole.
- Local Municipality Spatial Development Frameworks, which are detailed plans and aligned with the district SDF and which will contain the local spatial objectives and strategy. Nodes and corridors will also be more detailed and may have a different priority in terms of the local plans.
- Precinct Development Plans, which are development policies/land use plans for specific areas within local municipality, and are refinements of the SDF proposals and policies. A number of areas within the local municipalities, which are subject to development pressure and are of strategic importance, requiring detail planning.

DEVELOPMENT ISSUES

The identified main development issues in the Sedibeng District can be summarized as follows:

Nature of the area

Sedibeng District can be categorized as an area with low population densities compared to the rest of Gauteng, which has serious implications in terms of cost effective service delivery. The towns in the district are far apart. Due to the long distance and low population densities, infrastructural and social service provision to the rural communities, which make up 33% of the total population, is very expensive, and innovative ways to provide basic services to these communities must be sought. The bulk of municipal service provision is concentrated in the urban areas.

Good urban services Infrastructure

The existing services infrastructure in the urban areas of the district is reasonably good, and has spare capacity to accommodate further urban development. Services backlogs are experienced in certain areas, while services upgrading is also required in certain areas, notably the previously disadvantaged township areas.

Future urban development should be concentrated in those infill/densification areas where spare bulk services capacity is already available. The unavailability of infrastructure such as sewer hampers the future growth potential of the area and will be a priority to be addressed.

Economic Stagnation

Economic growth in the district during the last few decades has failed to keep pace with population growth, and this has resulted in a general decrease in the standard of living. The



spatial manifestation of the growing poverty in the area will include general urban decay, growth in informal settlements, decreasing service levels, increased informal economic activity, etc. The local economy is overly dependent on the heavy industrial sector [Arcelor Mittal, BHP Billiton, Scaw Metals etc.] and economic diversification is urgently required. Economic sectors that show potential for future growth include tourism and agriculture, and investment into these sectors should be actively promoted. Economic growth in Emfuleni is vulnerable to fluctuations in the Manufacturing sector due to the high dominance of this sector in the local economy. Alternative manufacturing activities related to the green economy should also be considered. There are also opportunities to include manufacturing of pharmaceutical products in order to reduce the dependence on the heavy industrial sector.

District Economic Performance

The economic expansion of the District is a complex matter and is dependent on a number of factors, many of which are beyond the control of individuals and beyond the influence of any form of District or local planning. However, it is clear that good planning can have a direct effect on the development and expansion of the economy.

The recent past performance of the District economy has been poor. In 2009, a negative economic growth of 5.2% was recorded and despite a general decline in economies around the world at the time, this was 3.4% worse than the overall Gauteng Provincial negative growth rate of 1.8%.

The Sedibeng economy has increased by 3.1% from 2006 to 2011 but still remains very low with an annual growth rate of 0.8 %.(Sedibeng IDP 2012/13.) This level of annual growth is insufficient to keep abreast of the increase in population and for the creation of sufficient jobs and employment and provision of social and service infrastructure for the District. In fact, at this level of growth, employment levels will decrease and further “economic leakages” to surrounding areas will continue to occur.

Socio-Economic Disparities

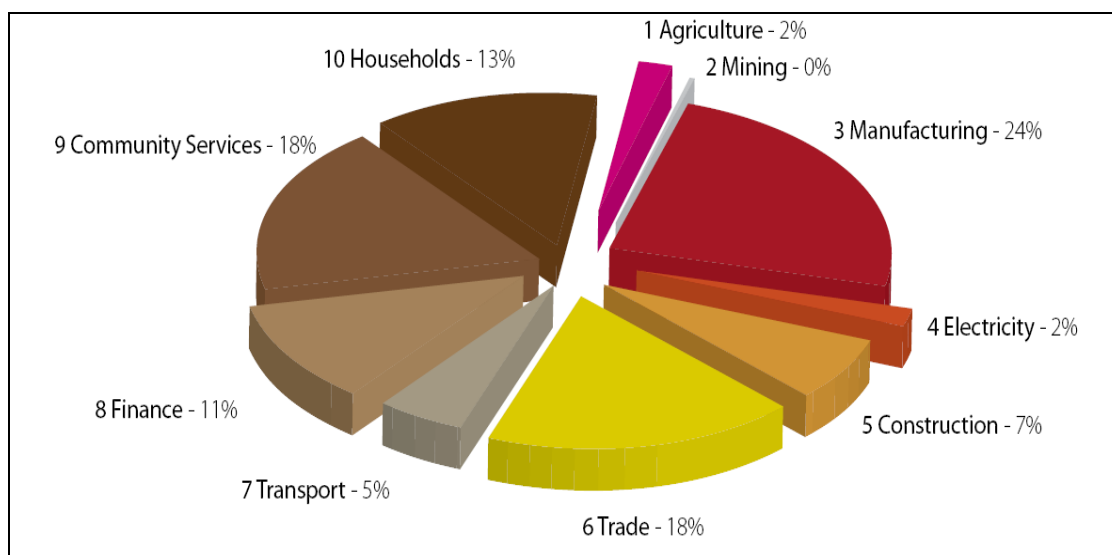
There are huge socio-economic disparities between the different communities in the district, with high levels of poverty prevailing in the previously disadvantaged township areas. These disparities should be addressed as part of a holistic development strategy to be followed by the district and local municipalities. Public investment initiatives should favour those projects that will result in upliftment of the previously disadvantaged communities and narrowing the gap between these communities and their more affluent neighbours.

ECONOMIC SECTORS:

Manufacturing

The secondary sector (in particular manufacturing) and the tertiary sector (in particular community services) provide the major economic activities of significance in the District. This is reflected in the employment per sector, as illustrated below.

Sedibeng District Employment per Sector



Industrial & Commercial Development

Industrial and commercial activities in the secondary and tertiary sectors, including manufacturing, take up a significant amount of land in the District. The main industrial activities occur in the "triangle" between Vereeniging, Vanderbijlpark and Sebokeng. This Triangle has been recognised and included in the Gauteng Spatial Development Framework 2011 together with the R59 economic corridor. The R59 economic corridor currently extends from the new Heineken Brewery in Klipriver through Samancor to Meydustria and has the potential to expand in both directions. It is estimated that industrial and commercial land has increased from 3 920 hectares in 2004 to only 4 014 hectares in 2010 (0.8% to 0.9%), which is an insignificant change over six years. (Sedibeng District IDP 2010/11) The developments that have taken place, such as the Heineken Brewery, and the planned Pick n Pay Distribution Centre at the southern end of this corridor, can be directly linked to the availability of infrastructure as well as the proximity to the Johannesburg, Ekurhuleni and Tshwane Metropolitan areas to the north.



Tourism

The Sedibeng District has a number of areas with intrinsic potential for tourism, including areas such as the Suikerbosrand Nature Reserve, the Vaal Dam area and along the Vaal River and numerous historical and other sites. Yet Tourism does not make an appreciable contribution to the economy.

Some of the planning documents, such as the Emfuleni SDF 2017, have identified the concept of a River Corridor and the Midvaal IDP recognises the area around the Vaal Dam and lists the potential tourism sites. Lesedi has identified the R42 as a Tourism Corridor in their SDF.

A major potential for tourism is the Vaal Dam and along the Vaal River. The development of these areas is closely related to appropriate policy and the prevention of pollution of these water sources, which are the major supplier of potable water in Gauteng.

Agriculture

Sedibeng has high agricultural potential land and is an important agricultural resource for Gauteng. The area under commercial farming in the District has decreased from 33% to 32.6% from 2004 to 2010. This decrease has been attributed to many factors, including previous droughts and veld fires in that same period, which reduced the productivity of the land. However, this does not explain the continued decline in this sector as a contributor to the District Economy and why the land under commercial farming has remained at about 33% for over 10 years.

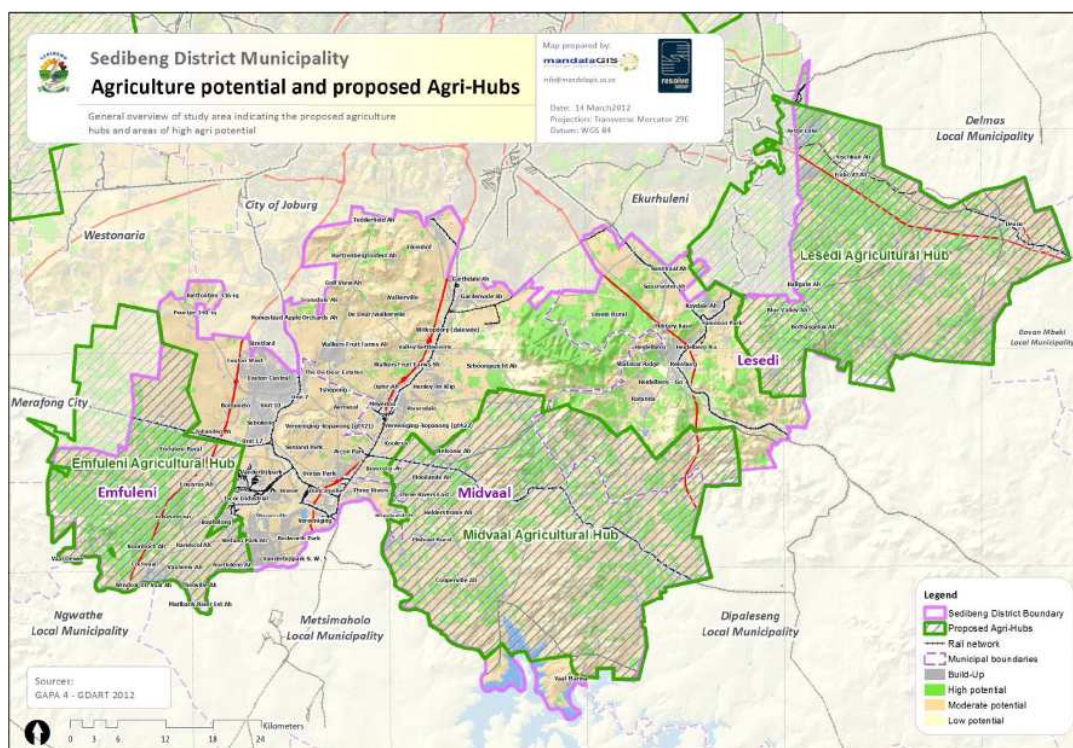
The majority of current farming is large scale commercial farming across a range of agricultural products. Significant potential exists for increasing farming activities and agricultural product beneficiation, which is dependent on, amongst other factors, access to finance, markets, and water and waste water sanitation services and, in particular, appropriate institutional arrangements, support and strategy. The existence of large areas of high potential agricultural land in the District, together with the National Development Plan and Gauteng Economic Growth and Development Strategy, show the need to focus on Rural and Agricultural Development and Food Security.

The District is well known for its animal production. The Lesedi area, in particular, produces the largest variety of animal products in the District, including beef, mutton, lamb, poultry and milk. Other agricultural activities that take place within the District are crop production, including maize, grain, ground nuts, dry beans, sunflower seeds, wheat, sorghum, soya and vegetation. The GVA of the agricultural industry has decreased by 20.3% between 2006 and 2010.

Emfuleni has the highest agricultural potential in its south western area, which is in the area of Lochvaal Barrage and Vaal Oewer. Sonlandpark and Patriotsfontein are also areas within the municipality that have high agricultural potential.

The Midvaal Local Municipality has high agricultural potential in areas between the Suikerbosrand Nature Reserve and Klipriver. These areas have intensive commercial crop cultivation, including dry land and irrigated crops.

The Gauteng Department of Agriculture (GDARD) has also identified Emfuleni as a Provincial Agricultural Hub, which reinforces the proposed hubs in the Sedibeng IDP and the Sedibeng District IDP has recognised the need for a focus on agriculture and has proposed a number of Agricultural Hubs, as illustrated on the map below.



There are a limited number of agricultural projects currently in operation within the District that could be a catalyst for further development of this sector, such as:

- The Bantu Bonke project, which is supported by Rand Water
- The Vereeniging Fresh Produce market
- Tokolohong and KwaZenzele Agri-villages, which are in the Lesedi Municipal area and are, intended to create job opportunities for residents in the area.

A major concern is that although the high potential agricultural land and agricultural hubs have been identified, the key strategy remains the “protection” of these areas. This results in stopping all development in these areas as opposed to providing appropriate support and facilitation to enhance and build this sector. Food security is a national priority, the addressing of which, will require creative approaches that benefit all parties involved.



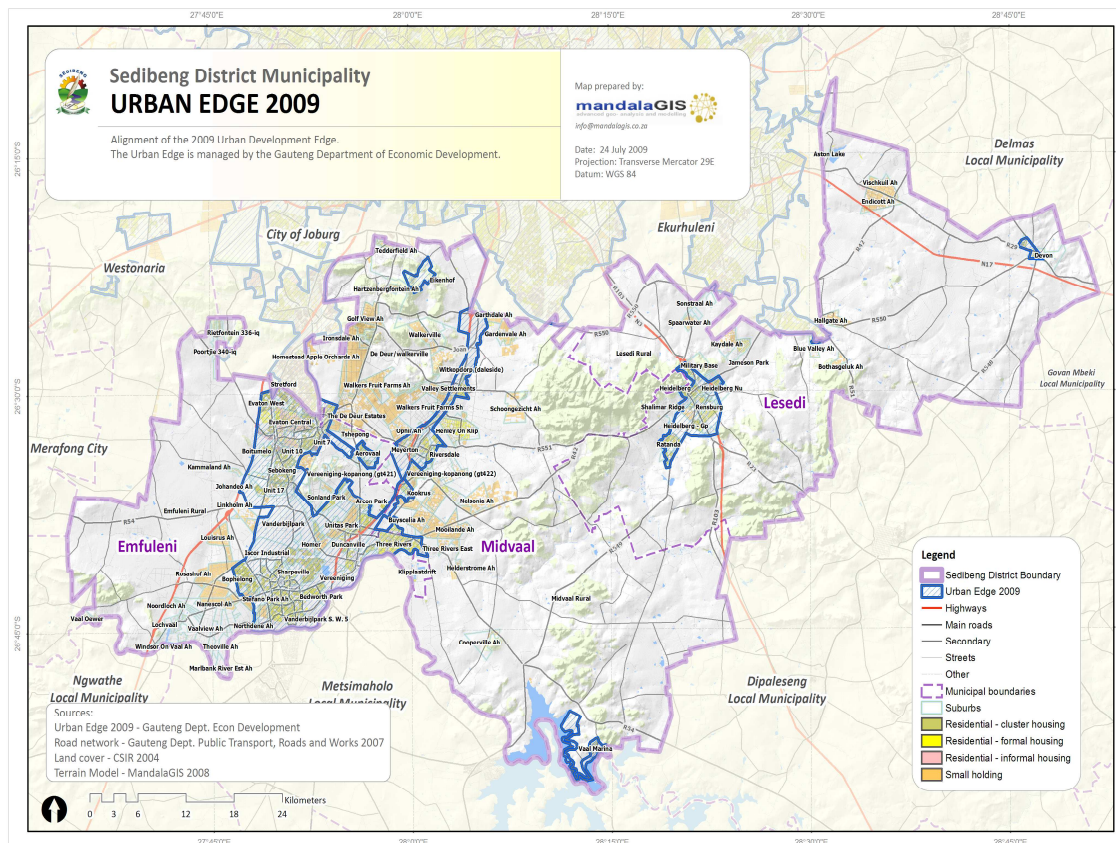
Appropriate empowered institutional structures, funding and strategy are needed to drive the development of this sector.

Vacant Non Productive Land within the Urban Boundary

Currently, approximately 98 000 hectares of developable land is vacant in the Sedibeng District, of which 6 200 hectares is within the current Urban Development Boundaries. This effectively sterilizes almost 92 000 hectares of developable land due to the lack of infrastructure or other reasons. The majority of currently developable land within the urban development boundary is in Emfuleni (76%) followed by 18% in Midvaal and the balance is in Lesedi. Part of this concern is that large parcels of potentially economically productive land parcels are in the hands of a few individuals or companies.

Land ownership remains a very emotive and serious issue and current land reform mechanisms are viewed by many as slow and ineffective. Mechanisms need to be sought for creating benefits for all parties in making this land available for development. This could, for example, include skilling people in the agricultural sector, while allowing owners to develop parts of the land parcels with high development rights with conditions relating to development of the balance of the land.

Urban Edge





Economic Key Issues

The economy of the Sedibeng District is not performing well relatively to other areas of Gauteng. This is despite no location disadvantage, available developable land, high potential agricultural land, tourism facilities, amenities and relatively well developed road and other infrastructure.

A major constraint for the economic growth of the area is the lack of sanitation capacity.

The GEGDS recognises the need to address unemployment and poverty, which are major factors in the area, in order to develop the economy as outlined in the extract alongside.

Projects/actions that appear, from the analysis conducted, to be needed in the District include:

- Establishing an Agricultural Hub in the Emfuleni Local Municipality in the high potential agricultural area within the south-western portion of the Municipality. This will create job opportunities and assist in reducing the high unemployment rates within this municipality;
- Establishing an empowered agricultural institution capacity in the District;
- Introducing new recreational and tourism activities around the Vaal Dam, which is currently under utilised;
- Extending the rail network into Emfuleni towards the Agricultural Hub for transportation of products to markets;
- Creating a robust economic and institutional relationship between Sasolburg (within the Metsimaholo Local Municipality) and Vanderbijlpark (within the Emfuleni Local Municipality) as they are economically functionally linked to each other; and
- Establishing mechanisms that benefit owners and potential end users for releasing large parcels of potentially economically productive land for development.

The key economic issues for the expansion of the Sedibeng District Economy include:

- Diversifying the economy to reduce reliance on the manufacturing and services sector.
- Building on the intrinsic economic resources of the agriculture and tourism sectors across municipal boundaries through District-wide strategy and planning.
- Addressing the lack of sanitation services.
- Reviewing current policy and guidelines that restrict tourism development along the Vaal River and other high potential economic activities
- Considering the Sedibeng economy as a component of the Gauteng City Region
- Focussing commercial and industrial development within the “development triangle”, identified economic corridors and in commercial/industrial nodes.
- Creating planning and other mechanisms that benefit all parties for releasing potentially economically developable agricultural and other land currently in private sector ownership for development.
- Reducing the domination of and dependence on Emfuleni for jobs and services.

- The provision of services where the majority of the population resides (Sebokeng/Evaton) and other high density areas.
- Protection of high potential agricultural and environmentally sensitive land while supporting and facilitating appropriate sustainable development of these areas.
- Support of the proposed agricultural projects to create jobs within the sector to reduce the current unemployment rate.
- Development of a job creation policy, strategy and support structures for the entire District.

ENVIRONMENTAL PERSPECTIVE:

There are a number of major environmental constraints and opportunities in the district, which should be taken into account in the planning for future development in the area. Environmental constraints include the high levels of pollution, especially in the western parts of the study area, the visual unattractiveness of certain parts of the study area, adverse environmental conditions in the township areas.

Environmental opportunities in the district include the existing nature reserves [Suikerbosrand and Alice Glockner], the various conservancies and watercourses through the study area, especially the Vaalriver, Kliprivier and Vaal dam, the Suikerbosrand ridges, and the agricultural potential of the study area.

Environmental Areas

The Sedibeng District Municipality contains several sensitive areas, which range from highly sensitive areas, including areas with “red data” fauna and flora, nature reserves, ridges, dolomitic areas and wetlands, to non-sensitive areas. The District contains a number of environmentally well preserved and untouched areas to seriously impacted areas such as open cast mining, unrehabilitated quarries and polluted ground water, wetlands and soils. Spread throughout the District are many highly sensitive areas that have been classified in terms of the standard C-Plan categories, ranging from “ecological support areas” to “irreplaceable”, “important” and “protected areas”.

Ecological Support Areas

These areas are mainly located within the north-eastern parts of Lesedi and towards the south-eastern parts of Midvaal. A complicating factor is that some of these areas are located within areas that have been found to have high agricultural potential.

Irreplaceable Areas

These areas, by definition, cannot be recovered once they are lost and are highly vulnerable and must be protected from encroachment by development. They are mostly found in the north-eastern parts of Lesedi and in the southern parts of Midvaal.

Important Areas

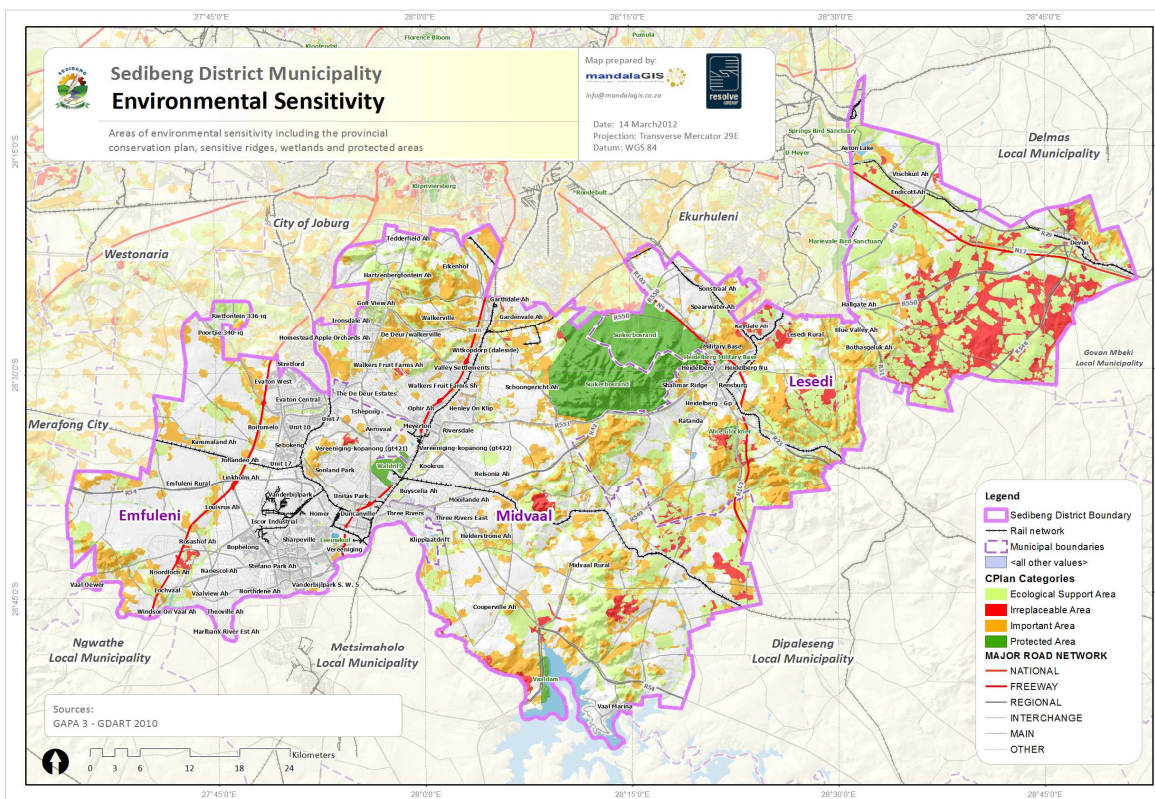
These areas are habitats for certain environmentally important species and although they are widely spread throughout the District, they are mostly found within Midvaal and Lesedi.

Protected Areas

These are recognised conservation areas that are set aside primarily for nature and biodiversity conservation. Protected Areas are important tools in managing the conservation of species and ecosystems. Within these areas, a range of services are provided that are essential to sustaining these valuable environmental and ecological resources. These areas include Suikerbosrand Nature Reserve, Alice Glockner Nature Reserve, the Kliprivier, Vaal Dam and the Vaal River.

The above areas are illustrated on the Environmental Sensitivity Map.

Environmental Sensitivity



Environmental Analysis

The Suikerbosrand Nature Reserve is located on the north-eastern edge of Midvaal and crosses the municipal boundary into the north-western portion of Lesedi. The Nature Reserve, a managed entity to ensure protection of the ecosystem, is one of the areas in



Sedibeng that has tourism potential yet is under threat from urban sprawl as developers have developed low-cost informal housing close to the northern boundary. The Suikerbosrand Nature Reserve has ridges at an altitude of 1500m to over 1800m above sea level, which is the highest point in Gauteng Province. The Alice Glockner Nature Reserve is located in the south of Heidelberg in Lesedi. The reserve is known for its Heidelberg Copper Butterflies and its flora and fauna.

The District is currently facing serious pollution challenges that include air, soil and water pollution. The District is generally characterised by poor air quality, particularly within the western and central parts. The river systems and water bodies are polluted by the mining and industrial activities and often by sewage spills/overflow. The Kliprivier is one of the most polluted rivers in Sedibeng, as a result of mining and industrial activities in the upper catchments, outside the borders of Sedibeng. (Strategic Environmental Focus, 2008). The Kliprivier provides a habitat to birds and other small animals. The Vaal Dam is affected by pollution from urban and industrial run-offs that drain into the dam. The Vaal Dam is currently the most important water source in Gauteng, with a capacity of 2 536 million cubic metres.

The water from the Vaal Dam supplies the mining, industrial, agricultural and other activity sectors within the Region, in Gauteng as well as in Rustenburg. Pollution is mostly found within the industrial areas of Vanderbijlpark, Vereeniging, the Heidelberg industrial area, informal settlements, slimes dams, close to waste water treatment works and on landfill sites.

Numerous Red Data species have been identified in the District and are considered to be in danger of being negatively affected. These species include bird, bullfrog, and invertebrate and plant species.

A very serious concern is the lack of effective environmental law enforcement, which allows the pollution of the air, water and soil in the District to continue.

INFRASTRUCTURE PERSPECTIVE:

Water & Sanitation

The Sedibeng District Municipality's water and sanitation services are distributed by the Municipalities at the local level, however, bulk water is supplied to each Municipality by Rand Water.

The Sedibeng Regional Sanitation Scheme (SRSS), as currently envisaged, consists of various components, including a new waste water works, upgrading of the current Sebokeng works, a new pump station, new rising mains and a new gravity main outfall.

Emfuleni is limited to extracting up to 0.2 Ml/day of water from the Vaal River whilst Rand Water supplies 205Ml/day. The Emfuleni Local Municipality has nine reservoirs and a small

water treatment plant. The Municipality provides two types of sanitation systems, the flush toilet, which connects to the sewer network commonly found in urban areas, and ventilated pit latrines common in informal settlements. Emfuleni has 3 wastewater treatment works, namely, Sebokeng, Rietspruit and Leeuwkuil wastewater treatment works. The Sebokeng wastewater treatment works is the largest in the area and has a capacity of 119Ml/day. The other two need to be upgraded and rehabilitated.

Lesedi water network system consists of seven distribution points in Devon, Nigel, Bergsig, Rensburg, Ratanda and Springs. The current water supply is sufficient and there is capacity to accommodate future development. The Endicott/Vischkuil/KwaZanele area is presently not fully developed. However, there is currently sufficient supply for the current development and future developments provided that they are not high density developments. Lesedi Local Municipality has one main sewer system, the Ratanda Water Care Works (RWCW), which is located on the south western end of the municipal area. The drainage area consists of several sub-basins, Bergsig, Overkruin, Heidelberg, Rensburg, Shalimar Ridge and Ratanda. Devon/Impumelelo has waterborne sewerage reticulation.

Midvaal main supply points are Meyerton, Ohenimuri and Vaal Marina. The Midvaal's water and sanitation supply is currently under pressure and may not be sufficient to provide adequate supply to the currently envisaged developments, unless services are accessed from the adjacent municipalities.

6.2 Electricity

From information currently available, it is evident that sufficient electrical capacity is available for current and planned developments. The Sedibeng District Municipality's electricity is mainly supplied by ESKOM, with a few areas supplied by the relevant local authorities.

Road Transport Network

The Sedibeng District Municipality has infrastructure for 3 modes of transportation, namely road, air and rail.

Sedibeng District Municipality has a relatively well developed road transport network,. This is addressed in the strategic road and rail network illustrated overleaf.

A Bus Network operates on the following routes:

- Vereeniging to Sebokeng, along the K59 and the K45 routes.
- Vereeniging to Meyerton.
- Evaton to Meyerton

Mini-bus taxi networks operate between the CBDs throughout the municipal areas. These routes run mostly between the CBDs into residential and industrial townships.

National Roads

National roads in the District are:

- The N3 national freeway, which connects Gauteng, Free State and KwaZulu Natal.
- The N17 national road, which links Gauteng, southern Mpumalanga, KwaZulu Natal and Swaziland.

Provincial and Municipal Roads

The provincial and municipal roads for each of the local municipalities are as listed below per municipality:

Lesedi Local Municipality

- The R42 links Heidelberg with Vereeniging to the south-west and Nigel to the north-east
- The R29 runs parallel to the N17
- The R549 links Heidelberg with Vaal Marina and the Vaal River in the south.
- The R550 runs east/west linking Nigel with Devon
- The R23 links the area with Balfour in the south-east and Benoni to the north
- The R51 links Balfour with Devon
- The R103 runs to the N3 freeway.

Midvaal Local Municipality

- The R59, north/south route links Vereeniging with Alberton and the N12 in Johannesburg
- The R82 north/south route links Vereeniging and Johannesburg via Walkerville
- The M61 north/south route runs parallel to the R59, linking Vereeniging and Alberton via Meyerton, Randvaal and Kliprivier.
- The R42 east/west route through Midvaal links Meyerton with Heidelberg.
- The R551 east/west route between the N1 and the Suikerbosrand Nature Reserve
- The R550 east/west route between the N3, R59 and the R82
- The R54 route linking the Vaal Marina to the R82
- The K154 east/west route between R82 and R59

Emfuleni Local Municipality

- The K178 route links Vereeniging with N1 and the North West Province to the west
- The K53 route links Vereeniging in the south with Johannesburg in the north
- The K59 route links Vereeniging with De Deur, Walkerville and Johannesburg to the north.



Corridors

Two main corridors exist in the District namely:

1. The N3 south corridor, which links Johannesburg, Ekurhuleni and Heidelberg. This corridor was identified by the Gauteng Spatial Development Framework.
2. The R59 corridor, which links Johannesburg, Ekurhuleni, Meyerton and Vereeniging.

Air Transportation

There are a number of private air transport services that operate through the following airfields:

1. In Lesedi there is a small private airfield which is situated south of Bergsig. This airport is largely utilised by farmers who have built the airstrips.
2. The Aeroval Airport, situated on the boundary between Midvaal and Emfuleni, has two runways and accommodates approximately 64 aeroplanes.
3. The Tedderpark Airport, situated in Midvaal, is privately owned and is used mostly for recreational purposes. The Tedderfield Airport provides a training academy for pilots.
4. The Vanderbijlpark airport is located in Bophelong in Emfuleni.

Rail Transportation

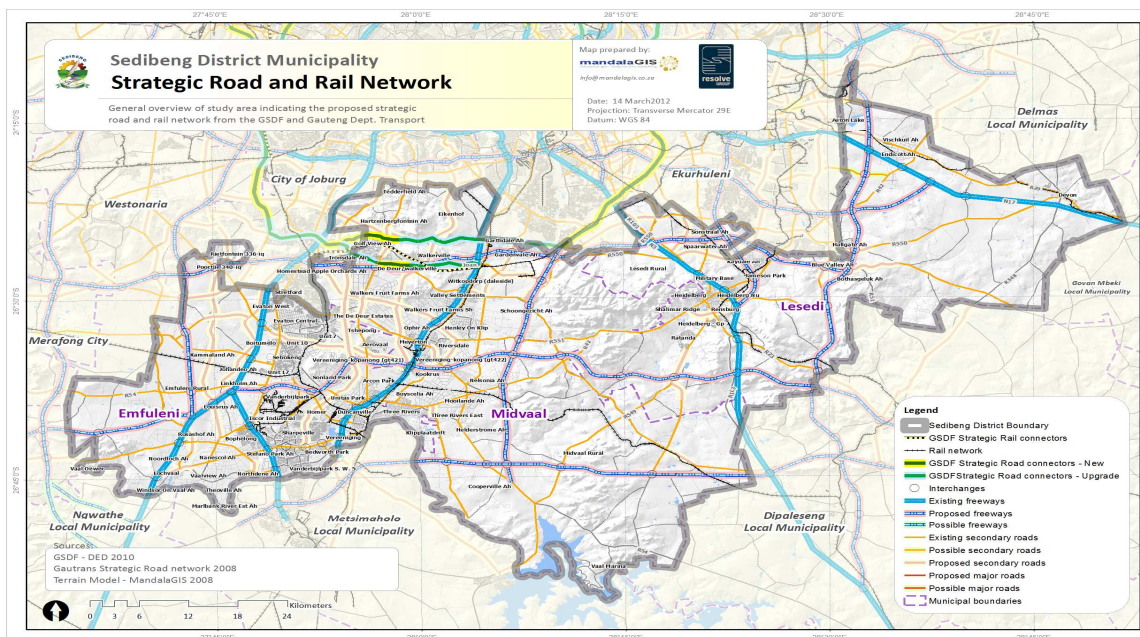
Rail transportation infrastructure is well developed within the Sedibeng District Municipality. There are two railway lines in Lesedi Municipality. These are the railway line that runs parallel to the N17 through Devon and the rail linkage between Ekurhuleni with Belfour that runs through to Heidelberg. Both of these are freight lines.

The main railway line in Midvaal runs parallel to the R59 from north to south. It connects Vereeniging with Germiston and Johannesburg.

In Midvaal there is an east/west line which is used for freight only. A further railway line, running through Vereeniging, Sebokeng and Orange Farm, is used as a passenger rail line.



Strategic Road and Rail Network



Infrastructural services are provided mainly in urban areas while there is a shortage of services within informal settlements. The existing infrastructure is, in general, old and overburdened and needs rehabilitation and upgrading. While the site for the Regional Sewer Scheme has been identified and the upgrading of existing works has commenced, the excess effluent is finding its way into the rivers and wetlands, creating serious environmental and health problems.

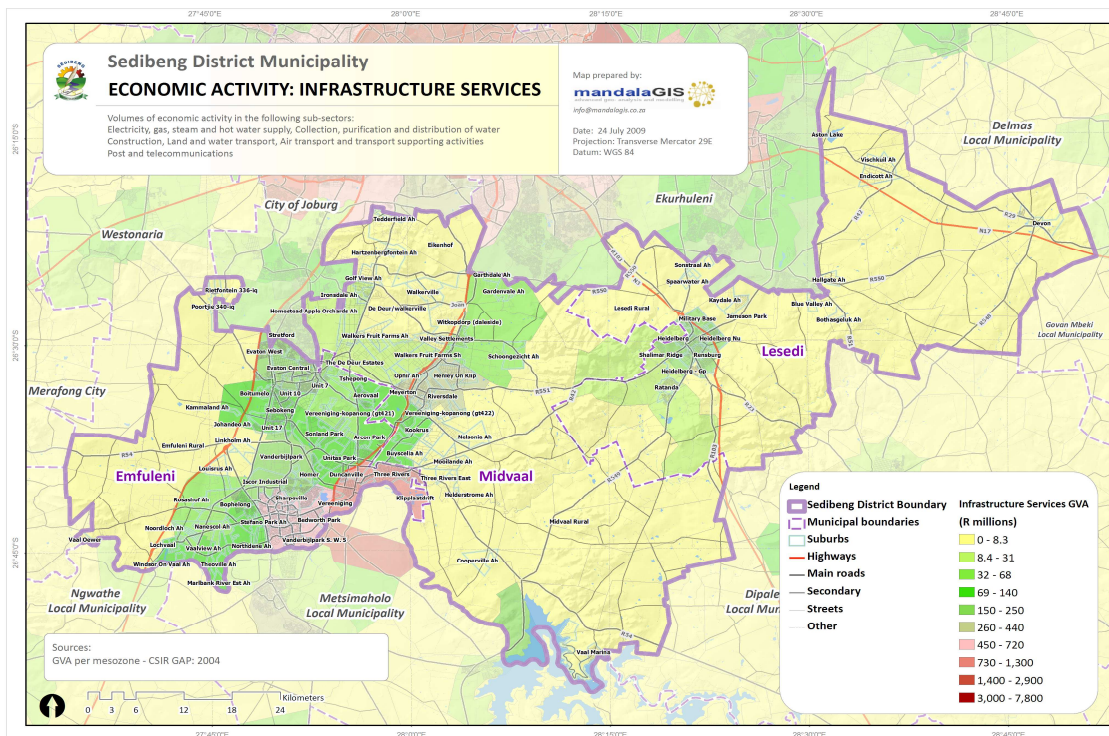
The Sedibeng District Municipality has good quality road and rail networks that extend into other provinces, creating linkages between Sedibeng and other areas. The proposed R59 and N3 corridors present development opportunities at the District.

The Key Infrastructure Issues can be summarised as follows:

- Lack of services in rural and informal settlements.
- Pollution problems, especially from overflowing sewage and heavy industry waste.
- The presence of pit latrines that may add to pollution.
- Shortage of east/west road networks.
- Ageing road infrastructure, especially in Emfuleni.
- Low threshold for services such as rail, and public transport such as busses.



Infrastructure Services



SPATIAL STRUCTURE:

Structuring Elements

In order to achieve sustainable development, it is imperative that all parties (public sector, private sector and end users) involved in development, have an agreed common vision and strategy for the Spatial Structure of the District. To this end it is important that there is a common Vision, Objectives and understanding of the preferred Spatial Structure of the District. This requires agreement on "Structuring Elements".

The Sedibeng District Municipality 2012-17 Integrated Development Plan (IDP) adopted a set of development principles and objectives that should inform structuring elements for spatial planning in the medium to long term. The following principles were adopted:

Sustainability

Development is to be implemented in a manner that ensures sustainability of environmental resources while creating opportunities for future generations.

Efficiency

Efficient use of resources is to be achieved through a robust urban form and structure, managed growth, based on availability of infrastructure and interconnectivity between facilities.



Accessibility

Accessibility is to result in the enhanced ability of residents to access various opportunities with reduced costs.

Spatial Development Objectives

The following spatial development objectives were adopted by the IDP for the District:

A Continuous And Sustainable Open Space Network

The creation is required of an uninterrupted open space network that utilises the ridges, rivers and nature reserves including the Suikerbosrand and the Vaal river area as the key elements within the system.

A System Of Functionally Defined Activity Nodes

The main activity node is currently Vereeniging/Vanderbijlpark, with Meyerton in Midvaal and Heidelberg/ Ratanda in Lesedi being secondary nodes. Rural services nodes are located in areas throughout the District.

Linkages

The main roads, such as R29, R42, R59, R82, R54 and R553 should be optimised to link different areas. These routes should promote mixed-use high density development.

Urban Development Boundary (UDB)

UDBs are to be used to prevent urban development sprawl, to promote more compact urban development and to protect the agricultural and ecological potential of the rural areas. Future urban development is to be within the UDB to ensure infill and densification.

Existing Major Development Opportunities

Opportunities for development around Suikerbosrand, the Vaal River and along the R59 are to be sought and utilised.

Corridors

The R59 and N3 corridors should be enhanced as well as along other major routes by promoting high density development along and at main public transport links (road/ rail).

Services

Upgrading of services is to be focused primarily on previously disadvantaged communities. The strategic concept is to focus on existing strengths and development opportunities whilst addressing areas of critical need through building on urban and rural strengths. There should also be high order investment (infrastructure, housing and economic enterprises) in the urban core areas as well as in upgrading existing rural settlements.



Urban Development Focus Areas

The identified focus areas include:

- Vereeniging/ Vanderbijlpark
- Meyerton CBD
- N3 zone of opportunity
- R59 corridor

Precincts

Identified Precincts include:

- Government Precinct
- Fresh Produce Market Precinct
- Doornkuil Precinct
- Waterfront Precinct

Upgrading Of Existing Settlements

The settlements identified for upgrading are:

1. Heidelberg/Ratanda
2. Devon/ Impumelelo
3. Vischkuil/ Endicott
4. Tshepiso North Ext 3 & 4
5. Sonderwater
6. Boipatong
7. Lakeside Ext 4
8. Sebokeng Ext 24
9. Lakeside Proper

Development Nodes & Corridors

The key structuring elements include development nodes divided into primary, secondary, tertiary, nodes, zone of opportunity, development corridors and mobility corridors.

- Primary Nodes are: Vereeniging and Vanderbijlpark CBDs.
- Secondary Nodes are: Meyerton and Heidelberg
- Tertiary Nodes are: Vischkuil / Endicott, Devon/ Mpumelelo, the Nampak/ Everite area Sebokeng (vicinity of the hospital/ rank) and Evaton (along the Golden Highway).
- Zones of Opportunity are at the intersection of N3 and R42 for mixed retail development.
- Development Corridors are: The R59 (between Meyerton/ Vereeniging), the N17 Freeway (intersection N17/ R24 and N17 / R550), and the N3 Freeway (intersections with R23, R42 and R550).



- Mobility Corridors are: The R54 (between Sebokeng and Vereeniging), the R82 (between Vereeniging and De Deur) and the R42 Route.

Lesedi Municipal Area

Lesedi municipality adopted the following structuring elements for its area:

Development Nodes

Heidelberg / Ratanda serves as a secondary node for District purposes while it is considered to be a primary node for the local municipal area. Vischkuil / Endicott, Devon /Mpumelelo serve as tertiary nodes for the District while they serve as secondary nodes for the local municipality.

Development Corridors

R24 serves as a Development Corridor.

Zone of opportunity

The following intersections with the N3 are identified as zones of opportunity:

- R23
- R550
- R42

Most of the area to the east is considered good for commercial agriculture while areas to the south –west are suitable for tourism and as ecological corridors.

Less than 5% of the area is used for urban development purposes.

Urban Development Boundaries

Areas indicated above as development nodes, corridors and zone of opportunity are all within urban development boundaries to prevent encroachment into agricultural and conservation land.

Midvaal Municipal Area

Midvaal Municipality utilised their main development corridor and nodal system as the main structuring elements for the Midvaal Spatial Development Framework (SDF).

Development Corridor

The R59 is used as the dominant development corridor with nodes along the corridor to serve local interests.

Development Nodes

A range of nodes are identified these include, Vaal Marina, Savannah City, Rothdene/Kookrus, Golfpark and Meyerton CBD.



Urban Development Boundary

All major residential and business/industrial areas are provided with urban development boundaries. These include Vaal Marina, the R59 corridor, Rothdene/Kookrus, Golfpark and Meyerton CBD, Savannah City and Eye of Africa.

7.4 Emfuleni Municipal Area

Emfuleni Municipality adopted the following structuring elements for its area.

Development Nodes

Vereeniging and Vanderbijlpark CBDs are primary nodes both for Emfuleni and the District, Sebokeng and Evaton are proposed as Secondary nodes

Development Corridors

The R59 and R42 are identified as Development Corridors

Mobility Corridors

These include the R54 between Sebokeng and Vereeniging and a portion of the R82.

Urban Development Boundary (UDB)

An urban development boundary was adopted for all major urban development areas. The UDB extends north/south approximately at the centre of the municipality, creating an urban east and a rural west.

The above are illustrated in the Development Concept Map and Emfuleni SDF Map from the Emfuleni SDF overleaf.

Spatial Structure Key Issues

While the various policy documents dealing with spatial structure, in particular the Sedibeng IDP and the Local Municipalities' SDFs, all note the need for densification and investing in identified precincts and nodes within the District, such as the "Development Triangle" and other nodes, the reality indicates that this is not taking place. Major investments in the District over the last few years, particularly in housing and related infrastructure, have been in areas that reinforce the old inappropriate land use patterns, placing people far from opportunities and in areas that do not take advantage of existing infrastructure, as illustrated in the Land Cover Map overleaf.

The three municipalities that constitute Sedibeng District (Lesedi, Midvaal and Emfuleni) are very different and distinct from each other with diverse environments and potentials. Further, the spatial structure and planning of these areas tends to be inward focussed, not taking into account adjacent areas and the planning that has been done for the region and province does appear to be effectively taken into account, such as the Gauteng Spatial Framework. Lesedi has high agricultural potential and limited urban development and is functionally linked to Ekurhuleni (Springs and Nigel) for employment and services.



Midvaal has major conservation and tourism potential with little urban development, except for Meyerton, along the R59 and in newly developed residential areas such as the Eye of Africa and the proposed Savannah City. These developments relate to Johannesburg in the north and Emfuleni to a limited extent as they are functionally part of these areas. The northern part of the R59 corridor is, to a great extent, within the sphere of influence of Ekurhuleni (Alberton). Areas in the south of the municipality are functionally linked to Emfuleni. The municipality does not have a strong central economic core.

Emfuleni has defined developed areas with a strong manufacturing sector and has strong linkages and good access. The eastern portion has a developed urban conurbation with high population densities.

The Key Spatial Structure Issues include:

- The absence of an overall spatial structure, urban form and linkages that define the District as a functional entity.
- The absence of standardised terminology and definition of terms such as nodes, corridors and precincts in planning documents used by the different municipalities.
- A gap between urban and rural areas in relation to the provision of services and development plans for the entire District area.
- Lack of fit with the Gauteng Spatial Development Framework and concepts of a "City Region".
- Municipalities are not maximising the development potential of their own strengths and resources from the broader perspective of development of the District and Province.

From these Spatial Structure Key Issues, the proposed SDF for the Sedibeng District Municipality was developed.

SPATIAL DEVELOPMENT FRAMEWORK:

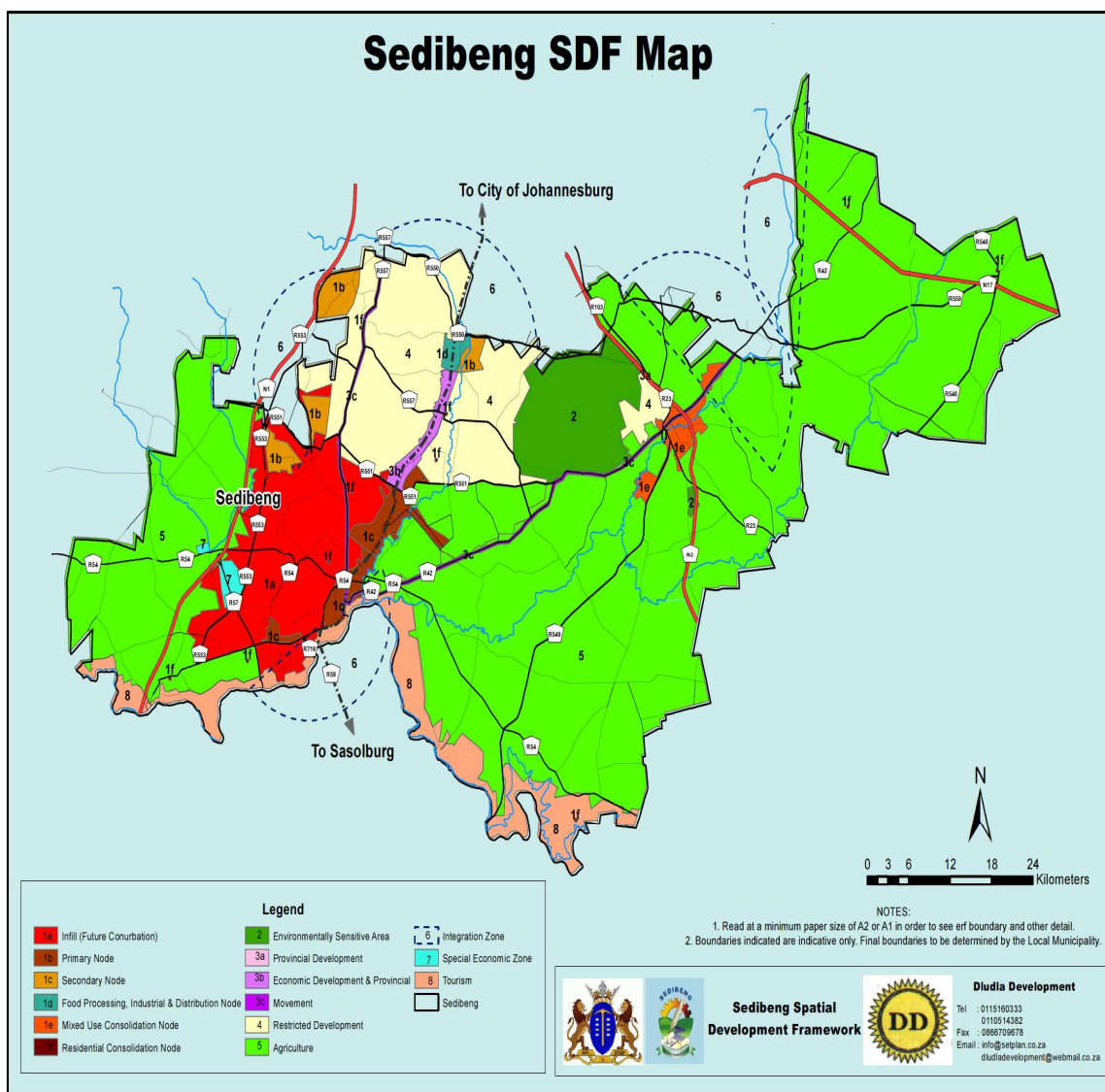
The Sedibeng District Municipality seeks to address past Spatial Planning Imbalances by bringing services and economic opportunities close to previously disadvantaged areas. This initiative is supported by the proposed conurbation that will focus development of the district in the conurbation area which includes Vanderbijlpark, Vereeniging, Meyerton and Sebokeng. This SDF is developed on the following principles:

- Support and align with national and provincial planning, in particular the National Development Plan, Gauteng City Region, Gauteng Vision 2050, the 25 Year Integrated Transport Master Plan and the Gauteng Spatial Development Framework.
- Support and align with the IDPs and SDFs of Sedibeng, the Gauteng Province and the Local Municipalities within the District (Emfuleni, Midvaal and Lesedi).
- Promote higher densities and infill in the urban core in line with national and provincial policy.
- Promote environmental sustainability.



- Promote effective and appropriate use of high potential agricultural areas.
- Facilitate the development of a continuous sustainable open space system
- Ensure functionally defined activity nodes
- Maximise efficiency of service infrastructure and transport systems
- Build sustainable internal linkages
- Establish urban development boundaries to reduce sprawl and support strategic infill
- Support appropriate major current development initiatives and new initiatives
- Support identified precincts
- Facilitate the upgrading of existing settlements
- Support identified development nodes and corridors

Sedibeng Spatial Development Framework



FLAGSHIP PROJECTS:

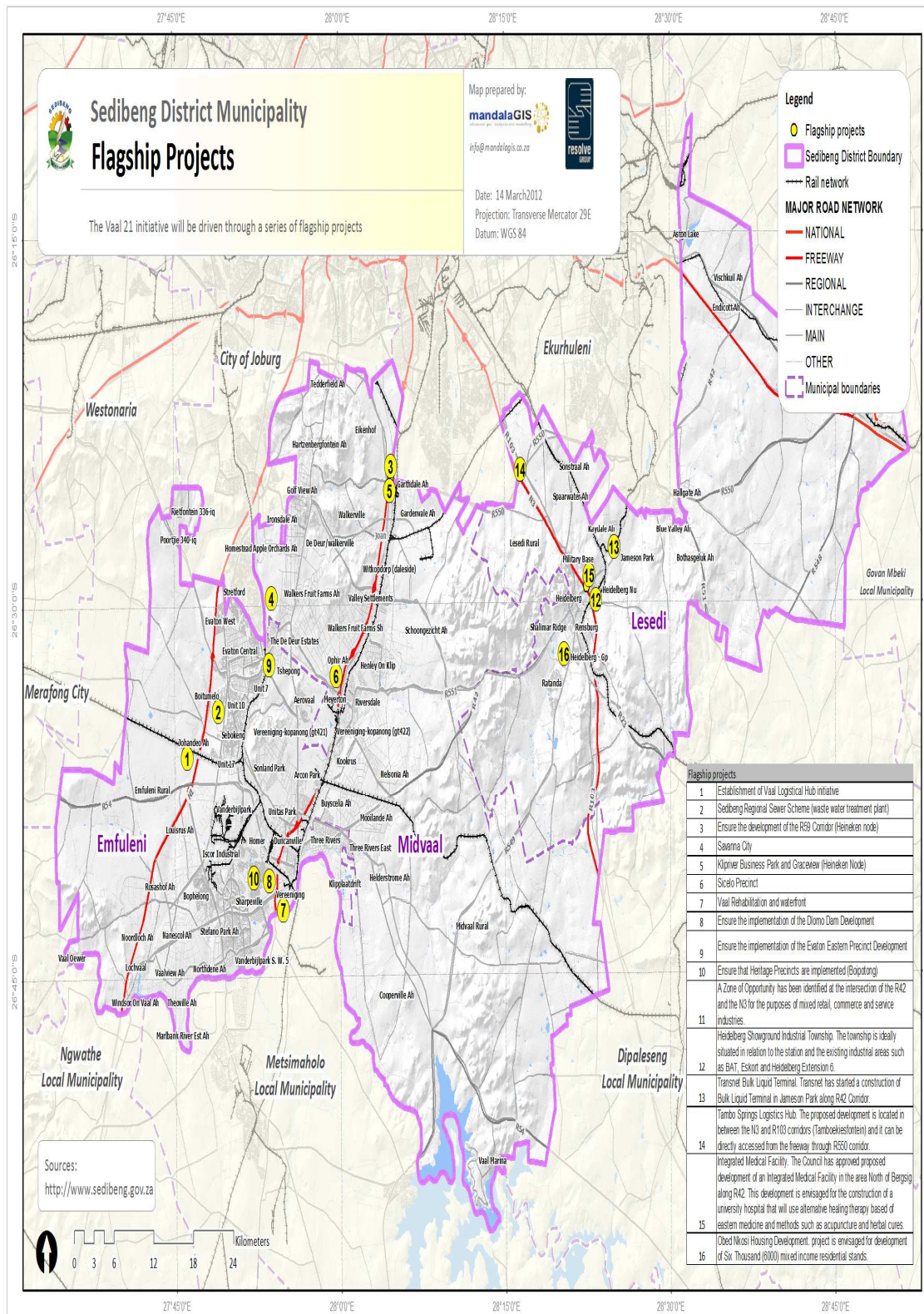
The flagship projects do not constitute a full list of all interventions and developments that will be undertaken in the area. It rather highlights those priority interventions with the highest catalytic impact, has legacy value or is critical to the future growth of the area. These projects can also be depicted in relation to the spatial development and does not include the policy and regulatory interventions required.

Project Title	Description	Strategic Importance of Projects	Implementation Agent	Municipality
Establishment of Vaal Logistical Hub initiative	The Vaalcon Container Depot in Vereeniging was established in 1993 and is mainly used for the steel industry. It is believed that the hub is not operating optimally and that it could play a more prominent role in the economy.	<ul style="list-style-type: none"> • Increase in economic development opportunities, • Increased efficiency, • Job creation, • SMME and Cooperative initiatives 	Private Sector, Transnet, Public Sector	Emfuleni Local Municipality
Sedibeng Regional Sewer Scheme	Due to current capacity constraints sewer network to be upgraded	<ul style="list-style-type: none"> • Increased capacity. • Attracting development. • Legal compliance. • Approval of housing development applications. 	Public Sector	Emfuleni Local Municipality
Ensure the development of the R59 Corridor	Corridor with well established road and rail infrastructure. Various developments along the corridor to be promoted and facilitated, especially light industrial and manufacturing. Residential development at higher densities should also be promoted to increase feasibility of public transport.	<ul style="list-style-type: none"> • Economic growth and diversity • Increased job opportunities • Increased public transport 	Private Sector developments, municipality to provide infrastructure	Midvaal Local Municipality
Savannah City	Integrated Housing project with 18 000 households proposed. The first development in SA where township has been linked to financial and urban management model. 20% (3738 houses) of the development (18691 mixed housing) will be dedicated to low-cost housing.	<ul style="list-style-type: none"> • Densification in areas close to economic activities • Social inclusion • Create densities to support public transport 	A developer driven project by Basil Read in partnership with Old Mutual.	Midvaal Local Municipality
Klipriver Business Park and Graceview	The home of Heineken Brewery. Pick n Pay will be constructing a	<ul style="list-style-type: none"> • Major investment in area • Consolidation of 	Private sector	Midvaal Local Municipality

Project Title	Description	Strategic Importance of Projects	Implementation Agent	Municipality
	distribution centre of 300 000m ² , currently busy constructing a trailer manufacturing company measuring 30000m ²	development corridor and optimal use of engineering services. <ul style="list-style-type: none"> • Job creation opportunities • Increased rates base 		
Sicelo Precinct	Construction of mobility spine roads Creating safe road crossing intersections Establishment of informal trading in the area	<ul style="list-style-type: none"> • Upgrading / consolidation of area • Increased accessibility 	Public sector	Midvaal Local Municipality
Meyerton Waste Treatment Works	Due to current capacity constraints sewer network to be upgraded	<ul style="list-style-type: none"> • Increased capacity. • Attracting development. • Legal compliance. • Approval of housing development applications. 	Public Sector	Midvaal Local Municipality
Implementation of the Dlomo Dam Development	Initiated by South African National Biodiversity Institute (SANBI) who has partnered with GDARD, custodians of Gauteng Province's biodiversity, Sedibeng District and Emfuleni Local municipalities in a process to secure and enhance the biodiversity and amenity value of Sharpeville Dam and its surroundings.	<ul style="list-style-type: none"> • Improved quality of environment and water • Requires protection of natural resource that could be used as an recreational asset for the area. 	SANBI, GDARD, Sedibeng, Emfuleni Local Municipality	Emfuleni
Zone of Opportunity	Development zone has been identified at the intersection of the R42 and the N3 for the purposes of mixed retail, commerce and service industries. The process of installing bulk services has commenced, with a planned retail shopping centre of approximately 13000m ² to be constructed.	<ul style="list-style-type: none"> • Optimisation of opportunities related to access • Job creation opportunities • Increased accessibility to amenities by community 	Private Sector	Lesedi Local Municipality
Heidelberg Showground Industrial Township.	The township is ideally situated in relation to the station and the existing industrial areas such as BAT, Escort and Heidelberg Extension 6. The Township is 30Ha in extent and consists of	<ul style="list-style-type: none"> • Optimisation of opportunities related to access • Job creation opportunities • Increased accessibility to amenities by 	Private sector	Lesedi Local Municipality

Project Title	Description	Strategic Importance of Projects	Implementation Agent	Municipality
	<p>approximately 47 stands.</p> <p>The 47 stands will be made up of 43 industrial/commercial stands, 1 Municipal stand housing the drivers testing area and 3 Public Open Space stands that accommodate the indigenous thorn trees in the area. The township has been registered & proclaimed already and available for investment opportunities.</p>	community		
Transnet Bulk Liquid Terminal.	Transnet has started a construction of Bulk Liquid Terminal in Jameson Park along R42 Corridor. This project forms part of the Multi Product Pipeline from Durban to Heidelberg, which carries four products including petrol, diesel, aviation fuel and crude oil. The Bulk Liquid Terminal will serve as a storage point thereby ensuring that there is enough fuel in inland.	<ul style="list-style-type: none"> • Resource optimisation • Infrastructure development 	Transnet	Lesedi Local Municipality
Southern Gateway Logistics Hub.	<p>The proposed development is located in between the N3 and R103 corridors (Tamboekiesfontein) and it can be directly accessed from the freeway through R550 corridor.</p> <p>The area measures approximately 550 hectares and ROD has been approved for the first 30ha, another 90ha has a pending ROD and a new EIA has to be processed for the remainder of this portion. It includes uses such as warehousing, container terminal, retail and manufacturing. It forms part of a bigger development across the N3 in Ekurhuleni that will be known as Tambo Springs that will become major inland port to take over capacity from constrained City Deep.</p>	<ul style="list-style-type: none"> • Addressing structural economic functioning of Province • Development of node that will cater for future needs of Gauteng • Increased economic activity and job creation 	Private Sector	Lesedi Local Municipality

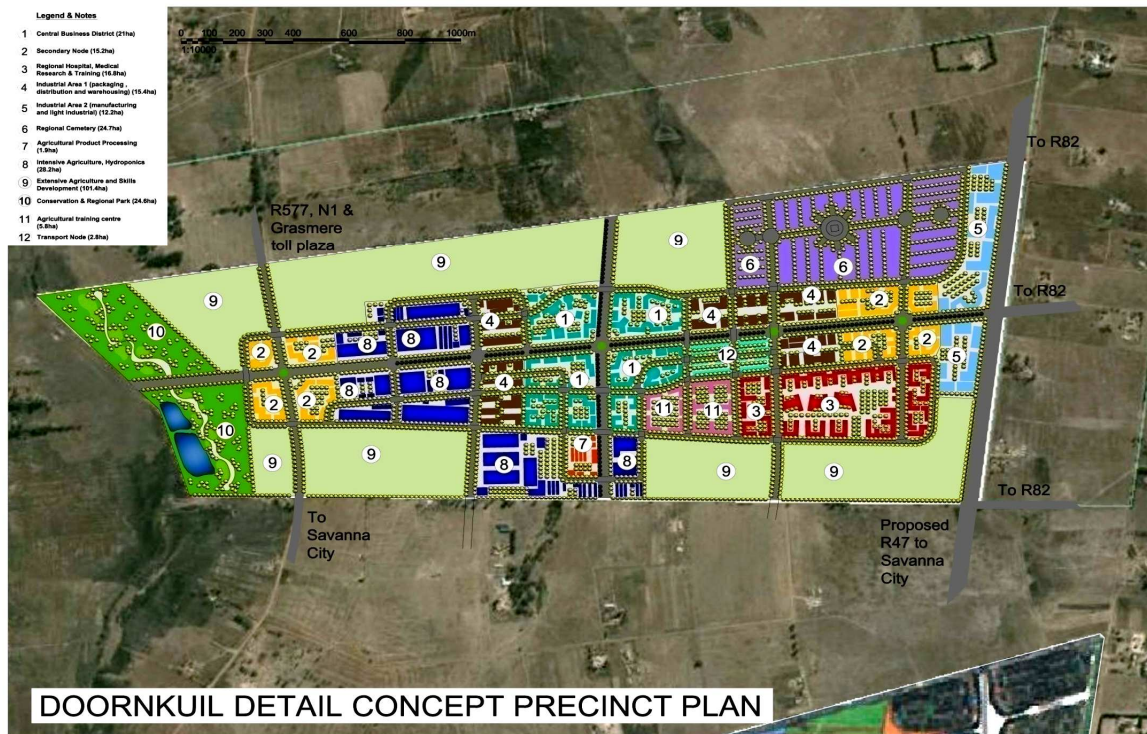
Project Title	Description	Strategic Importance of Projects	Implementation Agent	Municipality
Integrated Medical Facility.	The Council has approved proposed development of an Integrated Medical Facility in the area North of Bergsig along R42. This development is envisaged for the construction of a university hospital that will use alternative healing therapy based of eastern medicine and methods such as acupuncture and herbal cures. Meigui Developers have pledged to inject an amount of R7, 5 Billion for the construction of 600 beds hospital and the project is envisaged to create more than five thousand job opportunities for local communities.	<ul style="list-style-type: none"> • Infrastructure Development • Investment in social infrastructure 	Meigui Developers	Lesedi Local Municipality
Obed Nkosi Housing Development.	Project is envisaged for development of Six Thousand (6000) mixed income residential stands. Deliver 300 houses and 2000 serviced stands in 2013. Contractor appointed for the construction of 300 houses. The Department in the process of appointing Contractors for the servicing of 2000 stands.	<ul style="list-style-type: none"> • Increased residential development • Social inclusion through mixed income development • Create densities for public transport 	Public Sector	Lesedi Local Municipality



PRECINCT PLANS:

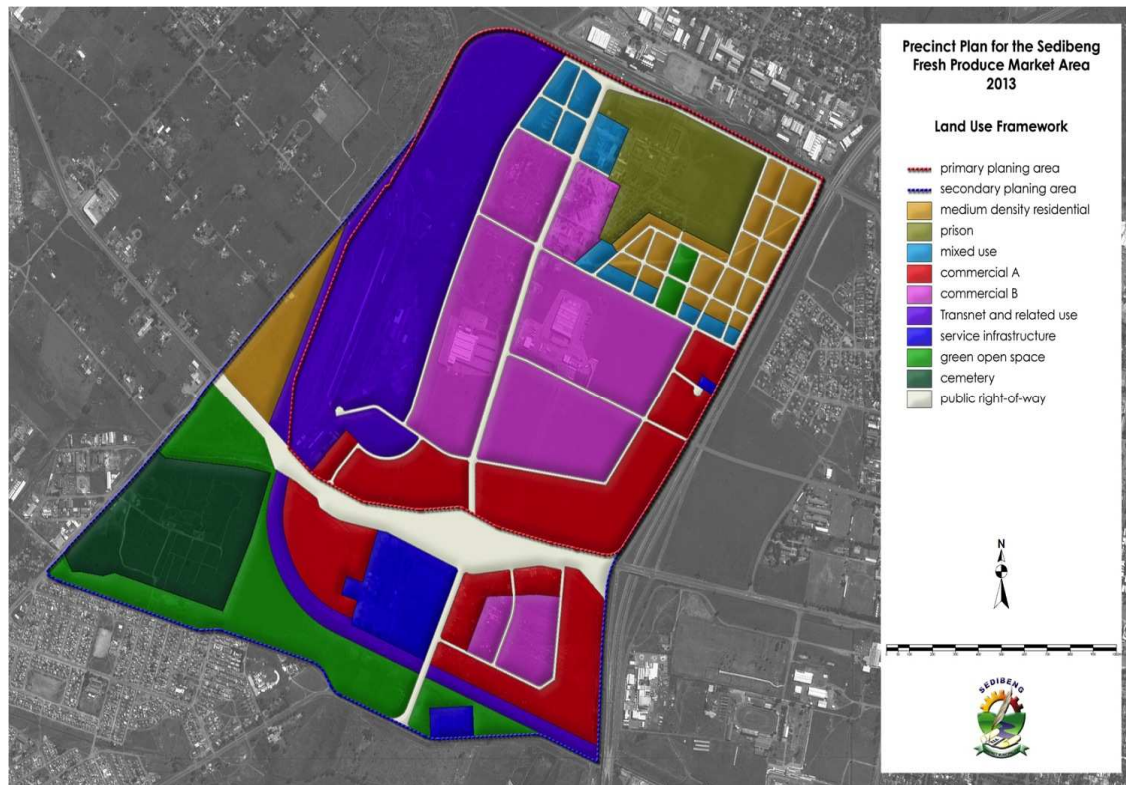
There are four major Precinct Development Plans which are taking place in the Sedibeng region and these Precinct Plans will open up Economic opportunities for the area and have an impact on the economic growth of the area. These Precincts are:

Doornkuil Precinct



This precinct lies close to the Proposed Savanna City Development. The purpose and objective of this precinct is to develop a regional precinct that will support the Savanna City development and benefit the Orange Farm, Lake side and Evaton residents.

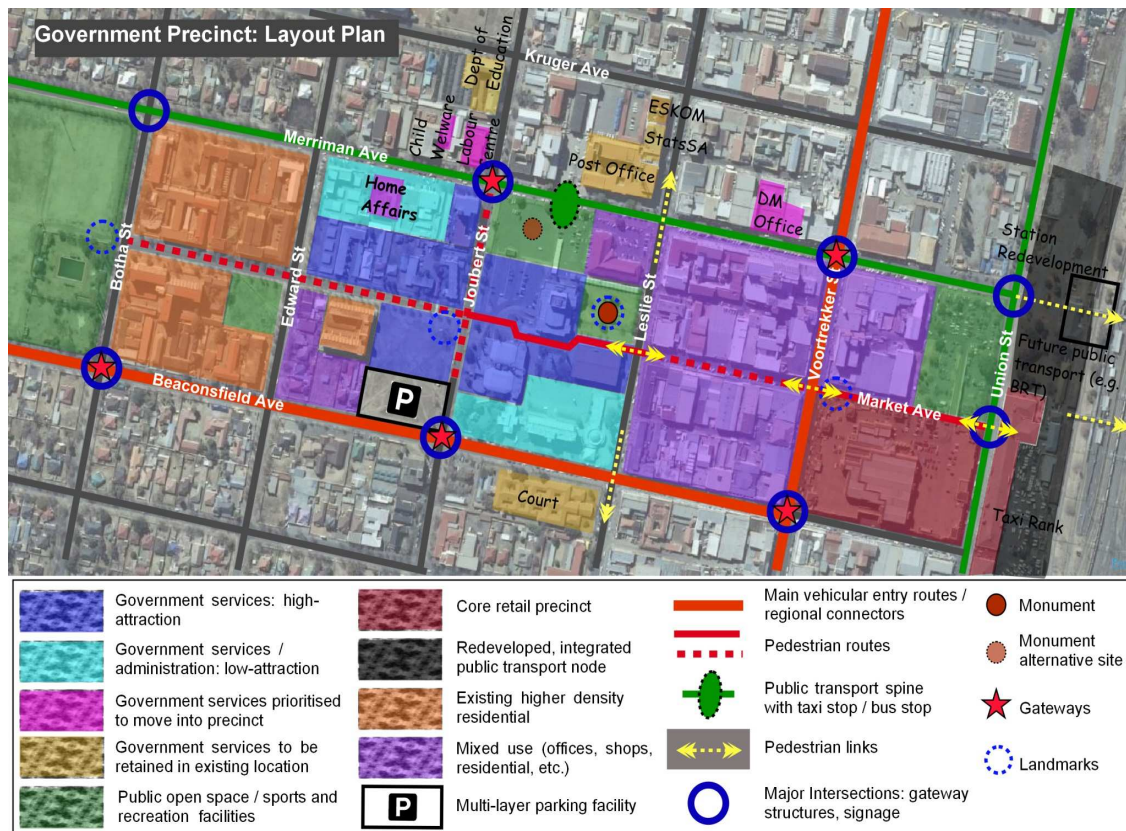
FRESH PRODUCE MARKET:



The Purpose of this precinct is the enlargement of the Fresh Produce Market's site in order to allow for its expansion and renovation, as well as for the accommodation of subsidiary businesses (e.g. wholesale). It is also for the creation of sites suitable for new commercial and light industrial developments; improvement of local accessibility and connectivity with the immediate surroundings (currently separated from the planning area by means of high order roads and railway lines); application of at least some TOD principles in the vicinity of Leeuhof station in order to derive benefits from and, at the same time, to support the Johannesburg - Vereeniging public transport (rail) corridor.

The objective is the Improvement of environmental quality and ambiance, particularly to ensure safe, pleasant, interesting and comfortable pedestrian environments; a high quality, landmark or gateway development on this very prominent intersection; proposing a clear and appealing vision for the development of the precinct which will be able to entice the commitment and facilitate the cooperation of the three different tiers of government who own different portions of the precinct.

GOVERNMENT PRECINCT:



The Purpose of this precinct is to create a vibrant one-stop civic service area, where a range of government services and civic facilities are easily accessible to the community of the Sedibeng District, which is to form the core of a rejuvenated, mixed use Central Business District.

The objective is to ensure that the precinct is accessible at all scales, i.e.:

- at a regional scale in terms of both public and private transport,
- at a local level in terms of walkability from entry points to the CBD and
- at a precinct scale in terms of clustering services that require direct public interaction in a single area
- To establish a range of civic uses beyond direct service delivery points, e.g. facilities and spaces for entertainment, cultural activities, sport and recreation, as well as open space and public gathering areas.
- To develop a high quality government precinct that sets the tone for the urban regeneration of the CBD and to ensure that links are established between the government precinct and other focal points in the CBD area.

WATER FRONT PRECINCT:

The Precinct Plan proposals have been divided into short to medium term proposals, which focus predominantly on the northern and central part of the precinct and long term proposals, which focus on the southern part of the precinct.

The short to medium term proposals revolve around:

- The establishment of a movement network to improve connectivity within the precinct as well as with surrounding areas,
- The establishment of the linear public open space system (greenway) as the central axis through the precinct;
- The upgrading and improvement of Vosloo Park;
- The development of the vacant land and Transnet land to the east of the Central Business District; and
- The further improvement of Dickinson Park.
- The development concept for this area entails the following key interventions and land uses :
- The realignment of Mario Milani Drive to follow the flood line, incorporating the proposed marina area;
- The creation of a large public open space and recreation area between Mario Milani Drive and the river, with opportunities for tourism facilities and/or residential development adjacent to Mario Milani Drive. This area could possibly also incorporate a marina at the existing quarry to be linked to the river, as indicated in the 2010 Waterfront Precinct Development Proposals Plan
- The extension of the existing Aquatics Club to create a much larger and more comprehensive water sport area, which is integrated with the larger recreational area
- The development of a proposed road to link Mario Milani Drive and Barrage Road, with office-related developments along this road which will act as buffer between the proposed residential area and the existing industrial area
- The development of offices adjacent to Barrage Road which will act as buffer to the proposed residential development to the south but will also optimise the development potential of these two roads
- The development of medium density residential neighbourhood (i.e. 2 to 4 storey walkups) in the remainder of the area, with adequate provision for social and community facilities.

In the long term, once the above-mentioned developments have been completed, the municipality should then focus on the rehabilitation and redevelopment of the industrial land between the railway line and the R59. This precinct will give birth to the "River City" concept.

CONCLUSION:

As indicated above, the Spatial Development Framework has been formulated in response to a number of objectives, which include the development of an efficient and well-structured river city and the meeting of needs for land for settlement, as well as for different social and economic purposes, in a sustainable manner.

These objectives relate directly to the core concerns of Local Agenda 21 and the proposed Framework is seen to contribute positively towards the creation and management of a built and natural environment within which the needs of the most disadvantaged members of Sedibeng's residents may in future be met. In this regard, the Spatial Development Framework seeks to facilitate the development, over time, of a river city within which levels of access to upgraded infrastructure, social facilities and supportive institutions for marginalized residents and those afflicted with disabilities and illness is improved in both urban and rural environments.

The strategy for spatial development cannot on its own ensure the success of the implementation of the SDF. The spatial strategy is supported by various other strategies and programmes which is part of a co-ordinated and integrated package to ensure that investments and programmes form the basis of longer-term growth and development and that it supports a proper hierarchy of settlements. It also requires that there must be a certain level of intervention with decision-making and implementation to ensure a deliberate move towards a more functional and optimal spatial pattern for the municipality, also creating sustainable settlements. The extent in which financial and institutional resources are mobilised will undoubtedly have a major impact and could result in a meaningful change in the existing spatial pattern towards a more natural settlement pattern for the future.

A very high level of co-ordination and joint prioritisation is required with reference to all these strategies to ensure support of the geographic locations of the agreed to macro spatial plan. Minimum requirements for service provision to all communities must exist, but priority settlements must be identified for better levels of services to create the economic threshold, which is required for sustainable development.

Through the SDF, new cities need to be built to redefine norms and standards. Cognisance needs to be taken in the fact that climate change and migration influence settlement patterns therefore the SDF seeks to shift from the normal reactive planning to pro Active spatial planning at all scales. Public Open Spaces should also be promoted to have places of interaction and socializing, also places for kids to play because healthy environments produce healthy youth.

In essence, the conceptual approach acknowledges that the urban areas of greater Lesedi, Emfuleni and Midvaal, are likely to be the focal points for significant economic growth and development within Sedibeng District over an extended period of time.

Therefore, it is concluded that:

- It must be accepted that it is most rational and economically effective to focus higher order development investment (in infrastructure, housing and a diversity of economic enterprises) in the urban core areas.
- A proportion of the resources of the Sedibeng District Municipality must also be targeted in areas of opportunity (Agriculture) and areas of need (Tourism) in fringe rural and peri-urban areas, in order to upgrade existing settlements and create or facilitate new development opportunities in these areas.
- Focus must be on developing and enhancing the strength of Agricultural and Tourism potential of the Sedibeng area by introducing learning institutions which focus on Agriculture and Tourism.
- Small cities need to connect to primate cities, District Municipality and Local Municipalities need to develop common understanding around space economy and settlement patterning, clarify spatial dimensions, understand demographic shifts, growth of employment, environmental pressures and use technologies such as GIS in order to stabilize land.

CHAPTER 04: STRATEGIES

INTRODUCTION:

This chapter seeks to address the key development priorities, revise strategies and areas of intervention for the 2014/15 financial year.

The Council of Sedibeng District Municipality adopted the 2nd **Generation Sedibeng Growth and Development Strategy (SGDS II)** which reaffirmed its seven pillars.

This is the core of the IDP as it sets out on what the SDM will be doing in 2014/15 financial year. In many instances our strategies remain the same as in the previous year.

The Strategic Areas of Intervention for 2014/15 financial year where formulated in line with National and Provincial Priorities (Outcome based Approach and National Development Plan Vision 2030), 2nd Sedibeng Growth and Development Strategy.

SGDS ALIGNMENT WITH NATIONAL AND PROVINCIAL PRIORITIES:

a) Outcomes Based Approach (National & Provincial)

- Improve Quality of Basic Education
- Improve Health and Life Expectancy
- All people in South Africa are protected and feel safe
- Decent employment through inclusive economic growth
- A skilled and capable workforce to support inclusive growth
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable and sustainable rural communities and food security
- Sustainable human settlements and improved quality of household life

▪ A responsive and accountable, effective and efficient local government system

The Outcome is directly link to Local government, and the role of the province is to develop a specific implementation support plan based on the national Local Government Delivery Agreement, and establish provincially based Technical Support Units.

A key role of the province in the implementation of **Outcome 9** is to undertake critical support, monitoring, and reporting roles based on their provincial-specific municipal implementation support plan related to the outputs and targets agreed to in this agreement. This will include:

I] Alignment with the National Government approach and national Delivery Agreement and similarly undertake the applicable actions at a provincial level.

II] Allocation of more and appropriate resources towards the Local Government function

- Better spending and outcomes in municipalities
- Alignment and resource commitments of provincial departments in IDPs

III] Improvement of provincial participation, including better communication, with municipalities and communities in planning and execution of provincial functions.

E.g. by ensuring municipal and public participation in provincial sector programmes

IV] Improved support to and oversight of municipalities

V] Monitoring and reporting on the implementation of targets and activities.

- Protection and enhancement of environmental assets and natural resources



- *A better South Africa, a better and safer Africa and world*
- *A development-orientated public service and inclusive citizenship*

b) National Development Plan Vision 2030:

This is the plan by the National Government Planning Commission (Vision 2030) and it was released in June 2011. The plan is about writing a different story about South Africa in the years to ahead. In this new story, every citizen is concern about the well-being of all citizens, and the development of South Africa means the development of everyone who lives in it. This plan focuses on the following key priority areas;

- Economy and Economy
- Economic Infrastructure
- Transition to a low carbon economy
- Transforming urban and rural spaces
- Positioning South Africa in the region and world
- Human Settlements
- Improving education, innovation and training
- Promoting Health
- Social protection
- Building safer communities
- Building a capable state
- Promoting accountability and fighting corruption
- Transforming society and uniting the country

PILLARS OF THE GROWTH AND DEVELOPMENT STRATEGY:

A) IDP KEY PERFORMANCE AREA: Reinventing the Economy *from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way build local economies to create more employment and sustainable livelihoods.*

To **Reinvent the Economy**, the Sedibeng municipality plans to align with National and Provincial policies and plans, local municipalities and placing a firm emphasis on the Economy that is more inclusive, more dynamic and in which the fruits of growth are shared equitably as set out in the National Development Plan (Vision 2030).

National and Provincial Outcome 4: Decent Employment through inclusive economic growth

National and Provincial Outcome 7: Vibrant, equitable and sustainable rural communities and food security

National Development Plan:

- Economy and Employment
- Transforming urban and rural space

STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT

Alignment with National & Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
Output 1: Faster and Sustainable Inclusive growth	Create long term sustainable jobs, reduce unemployment, poverty and inequalities	<ul style="list-style-type: none"> ▪ Review existing strategies, plans and Consolidate catalytic and flagship Projects



Alignment with National & Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
		<ul style="list-style-type: none"> Establishment of alternative delivery mechanism for strategic economic projects
<u>Output 2:</u> More Labour absorbing Growth		<ul style="list-style-type: none"> Increase CWP and EPWP roll out programmes.
<u>Output 3:</u> Multi-pronged strategy to reduce youth unemployment		<ul style="list-style-type: none"> Facilitate the establishment of township enterprise hubs Identify renewable energy and waste to energy projects. Promote the innovation and development of entrepreneurship Implement FabLab through products simulation.
<u>Output 4:</u> Increased competitiveness, to raise net exports, grow trade as a share of world trade and improve its composition Sub-outputs: <ul style="list-style-type: none"> Support for Exports and Import competing sector Increase share of world trade increased Restructuring & Development to support growth and development 		<ul style="list-style-type: none"> Growing the Sedibeng Economy through upstream and downstream beneficiation programmes Coordinate the establishment of SEZ and strategic economic nodes.
	Promote and Develop Tourism and Leisure sector	<ul style="list-style-type: none"> Support Regional Tourism Organization (Vaal River City Tourism Promotion Company (SOC) Create tourism demand through targeted tourism marketing initiatives Establishment of Visitor Information Services Centers Tourism Supply – Skills development and products in the tourism industry Promote the development and maintenance of Tourism Infrastructure. Ensure the inclusion of the Sedibeng Region in National and Provincial Tourism Strategies, Policies, and Regulations .
<u>Output 7:</u> Implementation of the Extended Public Works programme		<ul style="list-style-type: none"> Improve the strategic and operational



Alignment with National & Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
		<ul style="list-style-type: none"> implementation aspects of the EPWP and CWP. Facilitate capacity building for implementation of CWP and EPWP.
Output 5: Improve Cost structure of the EconomySub-outputs: Interventions to promote appropriate cost structure	Promoting a diverse economy within the Sedibeng Region	<ul style="list-style-type: none"> Develop Regional Economic Framework. Investigate means to reduce cost of doing business in the region. Review, develop and realign current incentives programmes and packages in all spheres of government Form partnerships with other stakeholders for innovation
Output 6: Improve support for Small business and Cooperatives	Ensure BBBEE and SMME Development	<ul style="list-style-type: none"> Decentralization of services and support from government agencies (GEP). Support for co-operatives, small scale farmers or micro businesses Scale-up small business incubation programmes in strategic economic sectors.

- **National and Provincial Outcome 7:** Vibrant, equitable and sustainable rural communities and food security for all
- **National Development Plan:** *An inclusive and integrated rural economy.* The plan indicates that rural communities should have greater opportunities to participate fully in the economic, social and political life of the country. These opportunities will need to be underpinned by good education, healthcare, transport and other basic services. Successful land reform, job creation and rising agricultural production will all contribute to the development of an inclusive rural economy

Alignment with National & Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
Sustainable agrarian reform with thriving farming sector.	Promote and develop agricultural Sector	<ul style="list-style-type: none"> Improve access to all potential markets for small farmers. Support small holding agricultural sector striving towards productivity increase. Facilitate programmes in the value chain of agro processing and value add markets.

Alignment with National & Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
Improve access to affordable and diverse food.		<ul style="list-style-type: none"> ▪ Coordinate the support for food security programmes, Households and Institutional food nutrition programmes. ▪ Promote local food production and accessibility.
Improve services to support livelihoods		<ul style="list-style-type: none"> ▪ Coordinate capacity building and basic infrastructure for cooperatives and emerging farmers. ▪ Improved coordination and management of tractor mechanization support programme.
Rural job creation and promoting economic livelihoods.		<ul style="list-style-type: none"> ▪ Profile rural job creation and promotion of economic livelihoods. ▪ Facilitate creation of collective ownership schemes to provide economic services to rural based public institutions. ▪ Improve participation and coordination of CRDP Programme
Enabling institutional environment for sustainable and inclusive growth.		<ul style="list-style-type: none"> ▪ Optimize local economic opportunities. ▪ Facilitate coordination of same line production value chain to optimize local economic opportunities.

B) IDP KEY PERFORMANCE AREA: Renewing our communities *from low to high quality through the provision of basic services, improving local public services and broadening access to them, and regenerating and property development to improve the quality of living for.*

To focus on renewing our communities GDS 2 reaffirms the commitment for Sedibeng to strive to transform all urban areas into vibrant economic centers that will contribute to socio-economic development through the creation of viable, stable neighborhood. Townships must become exciting human settlements with adequate infrastructure, delivery of basic services, safety and security, and transport networks.

Focused economic stimulation in these spaces will build strong and prospering centers of retail, manufacturing, industrial or any other business. The Evaton Renewal Project that is aimed at "renewing" or regenerating Evaton, to improve the quality of life of the Evaton community through infrastructure and economic development Evaton community through infrastructure and economic development is an example of this renewal commitment.

To *Renew our Communities*, Sedibeng District municipality plan to ensure concrete alignment with other National and Provincial policies and plans, our local three municipalities and placing a firm emphasis on

the National Development Plan vision (2030, on the road to 2050) to ensure that its people will have affordable access to services and quality environments. New developments will breakaway from old patterns and the significant progress will be made in retrofitting existing settlements.

National and Provincial Outcomes 8: *Sustainable human settlements and improved quality of household life.*

National Development Plan: *Human Settlement.*

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
Output 1: Accelerated delivery of Housing Opportunities.	Promote residential development and urban renewal.	<ul style="list-style-type: none"> Facilitate the upgrading of households in well located informal settlements with access to basic services and secure tenure. Facilitate enrolment to National upgrading support programme. Facilitate Accreditation for direct Housing Delivery. Facilitate well located public land for low income and affordable housing.
Output3: More Efficient Land utilisation.	Ensure Integrated Spatial Development and Promote good Land Use	<ul style="list-style-type: none"> Development of Spatial Development Framework and Geographic Information Systems.
Output4: Improved Property Market.		<ul style="list-style-type: none"> Regeneration of both CBD and Township through Public and Private Funding. Identify land parcels owned by state to facilitate growth in strategic sites for property market.

• **Infrastructure**

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
Output6: An efficient, competitive and responsive economic infrastructure network.	Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity	<ul style="list-style-type: none"> Develop regional master plan for water, sanitation and electricity

C) IDP KEY PERFORMANCE AREA: Reviving a sustainable environment *from waste dumps to a green region, by increasing the focus on improving air, water, and soil quality and moving from being a producer and receiver of waste to a green city.*

- **National and Provincial Outcomes:** *Protection and enhancement of environmental assets and natural resources.*
- **National Development Plan:** *Transition to low carbon economy.*

- **Environment**

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
Output 2: Reduce greenhouse gas emissions, climate change impacts and improved air/atmospheric quality	Implementation of effective environment management in the Sedibeng District.	<ul style="list-style-type: none"> ▪ Reduction of atmospheric pollutants to comply with Ambient Air Quality Standards. ▪ Development of climate change response strategy. ▪ Implementation renewable energy programmes in the district. ▪ Facilitate rehabilitation of land parcels to contribute to ecosystem resilience ▪ Protection of indigenous forest assets and be transferred to appropriate conservation and relevant agencies ▪ Solid waste management and minimization through improved collection, disposal and recycling and increase landfill sites with permits ▪ Identify and develop strategy for facilitating the rehabilitation of derelict and ownerless industrial sites ▪ Ensure greater alignment of sustainability criteria in all levels of integrated and spatial planning as well as project ▪ Restoration and rehabilitation, management degraded ecosystems.
Output 3: Sustainable Environmental Management	Ensure the implementation of MHS programme to reduce environmental health risks.	<ul style="list-style-type: none"> ▪ Rendering of Municipal Health Services to all communities ▪ Management of environmental impacts from industrial and related activities
	Ensure a safe and healthy environment for people to live and work in	Rendering of Municipal Health Services to all communities
	Less and better managed waste	Facilitate and ensure implementation of the National Waste Management Strategy
Output 4: Protected Biodiversity.	Ensure Implementation of Effective and Efficient	<ul style="list-style-type: none"> ▪ Facilitate the rationalization of governance processes with regard to



Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
	Environmental Management in Sedibeng District Municipality.	<p>biodiversity management.</p> <ul style="list-style-type: none">▪ Integration of climate change considerations into existing biodiversity management plans/ programmes for climate change adaptation.▪ Enhancement and management of threatened species through partnerships.▪ Quantification of the value ecosystem and the mechanism to reflect the value of biodiversity in national resource account.▪ Facilitate the identification and protection of high potential agricultural land.

D) IDP KEY PERFORMANCE AREA: Reintegrating the Region: *with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links.*

Reintegrating the region focuses on replacing the apartheid geography and long commuting distances with better quality of houses close to economic opportunities. It requires a bold and dedicated emphasis on road and rail corridor development and the need to establish east-west transport links and logistics support to industry. A key advantage of Sedibeng is its proximity and linkages into to the Gauteng urban complex as well as strong links with Sasolburg in the Northern Free State. One of its weaknesses is poor intra-Sedibeng links due in part to poor East-West transport routes. Key to reintegration is creating high levels of transport and other forms of connectivity.

The components of this focus area relate to:

- Road and rail transport corridors
- Improved logistics support for industry
- ICT connectivity
- Residential Development

All efforts have been made to align this pillar, **Reintegrating our Region** of the GDS and IDP with other National and Provincial Strategies, our local three municipalities and placing a firm emphasis on *Positioning South Africa in the region and world and Infrastructure development* that will address issues of economic inefficiency created by the backlog in the infrastructure development as set out in the National Development Plan (Vision 2030).

ALIGNMENT WITH NATIONAL AND PROVINCIAL STRATEGIES;

Outcome 06: *An efficient, competitive and responsive economic infrastructure network*

Outcome 12: *An efficient, effective and development oriented public service an empowered, fair and inclusive citizenships.*

National Development Plan: *Positioning South Africa in the region and the world.*

- **Transport**

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
Output6: An efficient, competitive and responsive economic infrastructure network.	Plan and develop accessible, safe and affordable public transport systems and facilities.	<ul style="list-style-type: none"> ▪ In partnership with Province, upgrade the Vereeniging Taxido Junction.
	Promote efficient movement of freight in the region.	<ul style="list-style-type: none"> ▪ In partnership with Province and Emfuleni Local Municipality, commission a study on the feasibility of a freight facility in the region. ▪ Developing a framework for developing freight plan and freight strategy.

- **Information Technology**

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
Output 5: Communication and Information Technology	World class ICT infrastructure in support of a "Smart Sedibeng"	<ul style="list-style-type: none"> ▪ Investment into communication infrastructure and improve linkages

D) IDP KEY PERFORMANCE AREA: Releasing human potential; *from low to high skills and build social capital through building united, non-racial, integrated and safer communities.*

Sedibeng will be a place where life-long learning is promoted and learning is done in partnership with communities, educational institutions, and the private sector. The region needs to build social capital through key socio-economic interventions with making use of the human potential of Sedibeng.

Endeavors towards economic growth should concern themselves with making use of the human potential of Sedibeng. The region should become a skill centre of beneficiation for example in a new growing sector. As skills improve, so does productivity and the quality of jobs that can be offered. The focus on releasing human potential extends beyond accelerating skills development. It involves increasing the 'social capital' of Sedibeng. This involves building the capacity of individuals and communities to:

- Be effectively involved in their communities through ward committees and related structures;
- Protect women and children from abuse;
- Have effective crime prevention programmes;
- Be involved in volunteerism;
- Have effective campaigns against HIV and AIDS and supporting those who are infected and affected; and

- Develop and protect young people through for examples programmes on art, culture, sport etc. as well as against drug abuse.

To Release Human Potential, programmes/projects will be identified in achieving alignment with Provincial and National strategies as follows.

Alignment with National and Provincial Outcomes:

- Outcome 1: Improve quality of basic education
- Outcome 3: All people in South Africa are and feel safe.
- Outcome 4: *A skilled and capable workforce to support inclusive growth*
- Alignment with National Development Plan:
 - Social Protection
 - Building safer communities
 - Improving Education, Innovation and Training

• Human Resources

Alignment with Provincial and National Outcomes	IDP Strategy	Strategic Intervention 2014/15
<u>Output2</u> : Human Resource Management and Development	Ensure effective, competent and motivated staff	<ul style="list-style-type: none"> Institutionalize: <ul style="list-style-type: none"> Training Employee Wellness Occupational Health & Safety Institutionalize Batho –Pele strategies Institutionalization of Electronic Performance Management system Institutionalization of proactive programmes to harmonize Labour Relations. Corporatization of Job Descriptions to organizational structure. Transform the organization : <ul style="list-style-type: none"> Demographics Operation Systems

Labour Relations

Alignment with Provincial and National Outcomes	IDP Strategy	Strategic Intervention 2014/15
<u>Output2</u> : Human Resource Management and Development	Ensure Effective, Competent and Motivated Staff	<p>Improve Labour Relations and maintain conducive working environment</p> <p>Good Employee relations management</p>

COMMUNITY SERVICES

• Health

Outcome 2: Improve Health and Life expectancy

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
<u>Output 1:</u> Increasing life expectancy	Promote Efficient Delivery of Primary Health Care	Support implementation of Health programmes Prevention and management of non-communicable and chronic diseases
<u>Output 2:</u> Decreasing maternal and mortality		Support maternal and child health services
<u>Output 4:</u> Strengthening health system effectiveness		Facilitate District Health Council (DHC) activities.
<u>Output 3:</u> Combating HIV and AIDS and decreasing the burden of the diseases from tuberculosis	Facilitate and coordinate internal and external HIV&AIDS and TB mainstreaming	<ul style="list-style-type: none"> Ward-based implementation of HIV&AIDS and TB programme Door-to-door HIV&AIDS behaviour change campaigns Effective functioning of District and Local Municipalities AIDS Councils Coordinate workplace programme implementation Increase in HCT uptake and coverage Intergovernmental collaboration

• Community Safety

Outcome 3: All people in South Africa feel safe

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
<u>Output 1:</u> Reduced the overall levels of serious crime in particular contact and trio crimes.	Provide an Integrated Support in Ensuring that Communities are Safe and Secure	Reduced crime levels especially in areas under CCTV surveillance. Sustain support and further strengthen Community Policing Forums and its sub-structures.
<u>Output 2:</u> An effective Criminal Justice System		Generate and provide quality evidential materials from the CCTV Surveillance Centre for investigation and prosecution purposes.
<u>Output 3:</u> Corruption within the JCPS Cluster combated to ensure its effectiveness and its ability to serve as deterrent against crime		Contribute to overall anti- fraud and corruption efforts across government
<u>Output 4:</u> Perceptions of crime among the population managed and improved		Promote publicity of police successes of foiled crimes, arrests, including convictions achieved with the aim of improving community confidence towards

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
		the police.
Output 5: Level of corruption reduced thus improving investor perception, trust and willingness to invest in South Africa.		Provide feedback reports on positive breakthroughs made in relation to crime reduction, including newly introduced interventions to address criminality within the society.

• **Disaster Management**

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
Output 2: Enhanced Regional integration.	Promote disaster resilient communities	<ul style="list-style-type: none"> Intensification of public awareness and education programs in Disaster Management throughout the region. Broad inclusion of all relevant stakeholders in the Disaster Management Advisory forum Implement Disaster Management Legislation requirements. Coordinate disaster early warning measures as received from relevant and reliable sources. Put in place an effective communication strategy.

E) IDP KEY PERFORMANCE AREA: Good and financially sustainable governance; *through building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.*

Outcome 9: A responsive, accountable, effective and efficient local government

• **Office of the Municipal Manager**

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
Output 7: Single Window of Coordination	High level of Corporate Governance	Effective Intergovernmental Relations.
Output 4: Corruption tackled effectively		Implementation of the Enterprise Risk Management Programmes.
		Implementation of an Anti-fraud and Anti-Corruption Plan.
		Development and implementation of Internal Audit Plans.

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
		<p>Improve the quality of Performance Management Systems</p> <p>Development and approval of the Service Delivery & Budget Implementation Plan.</p> <p>Quality assurance and submission for auditing and approval of Quarterly Reports, Mid-year and Annual Reports, as per legislative requirements.</p> <p>Consolidate Progress Report on the implementation of the 2nd Generation GDS</p> <p>Undertake IDP review process and submit for approval the 2014/15 IDP.</p>

Outcome 6: An Efficient, Competitive and Responsive Economic Infrastructure Network

Outcome 9: A Responsive accountable, Effective and Efficient local government system

- Utilities**

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
A Responsive accountable, Effective and Efficient local government system	Ensure financial Sustainable Local Government including of revenue collection management and financial mobilization	<ol style="list-style-type: none"> 1. Implement and monitoring a long term plan model for efficient Management of Utilities. 2. Implement infrastructural needs as well as Human Resource and financial requirements on Taxi Ranks Facilities. 3. Implement effective Management control of Vereeniging Fresh Produce Market

Outcome 12: An efficient, effective and development orientated public service & empowered, fair and inclusive citizenship

- Facilities**

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
<p>A Responsive accountable, Effective and Efficient local government system</p> <p>Output 1: Service Delivery Quality and Access</p>	Develop and Maintain high quality Municipal facilities	<p>Improve access to Government and Public Services</p> <p>.</p>

Outcome 12: An efficient, effective and development and empowered, fair and inclusive citizenship.

- **Legal and Support Services**

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
Output 03: Business Processes, Systems, Decisions Rights and Accountability	Effective management of Council business	Effective secretarial services to Council, Mayoral and related Committee meetings Reviewing and monitoring effective records management systems. Effective and efficient legal support

FINANCE

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
<p><u>Output 6 of National Outcome 9: Improve Municipal financial and administrative capability</u></p> <p><u>Output 2 of National Outcome 4: More labour-absorbing Growth</u></p> <p><u>Output 5 of National Outcome 4: Improved Cost Structure in the Economy</u></p> <p><u>Output 6 of National Outcome 4: Improved support to small business and cooperatives</u></p>	<ul style="list-style-type: none"> ▪ Institutionalize Long Term Financial Plan with Locals. ▪ Institutionalize Regional Tariff funding model. ▪ Maintain Unqualified and Clean Audit outcomes of the District and Locals. ▪ Implement cost reduction and containment strategy. ▪ Resource mobilization and alternative source of funding. ▪ Develop and implement SDM's Procurement Strategy; ▪ Develop and implement an Integrated SCM Model with local municipalities; 	<ul style="list-style-type: none"> ▪ Expand monthly internal processes that verify and support credible financial reporting; ▪ Enhance processes to ensure adequate review of financial statements to prevent material misstatements, maintaining clean audit status; ▪ Conduct risk assessment of asset base to identify areas requiring improvement in municipal financial and administrative efficiency; ▪ Firmer internal controls to respond to internal audit reports and recommendations more effectively; ▪ Progressive SDBIP reporting to :- <ul style="list-style-type: none"> ○ Provide strategic alignment of operations; ○ Continuous performance monitoring, reporting and review; ○ Coaching and mentorship on all reporting levels ▪ Continual implementation of SDM's Procurement Strategy as developed in 2012/2013 ▪ The Integrated SCM Model with local municipalities has been developed however, implementation is subject to the Transition to Metro Governance Model processes to be undertaken in 2015/2016

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
Output 7 of National Outcome 9: Single window of coordination	<ul style="list-style-type: none"> Coordinated Support, Facilitation, Monitoring and Intervention to support local Municipalities Decentralize institutional arrangements for SALGA and Inter-municipal relations for policy and strategic coherence 	<p>Review of the regional tariff and funding model towards migration processes of Metro Governance model;</p> <p>Review of skills set of Finance cluster to determine level of capacity towards migration processes of Metro Governance model, institutional knowledge transfer and business continuity model as well as attainment of district employment equity goals together with capacitating and development goals in alignment with MFMA Minimum Competency Regulations</p>

F) IDP KEY PERFORMANCE AREA: Deepening democracy; *through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom. To promote more active community participation in local government, including further strengthening the voice of communities and making sure that community based structures such as ward committees, police forums, school governing bodies are legislatively supported to function effectively.*

Office of the Executive Mayor

Alignment With National And Provincial Outcomes	GDS and IDP Strategy For Five Year	Strategic Intervention 2014-15
<p>Output 1: Nation building and National Identity</p> <p>Output 2: Citizen participation</p> <p>Output 3: Social Cohesion</p> <p>Outcome 9: Output 4: Single window of Coordination</p>	<p>Improve stakeholder relations through public participation</p>	<p>Convene Izimbizo and the State of the District Address to account to communities.</p> <p>Convene stakeholder engagements for the review of the IDP.</p> <p>Observe national and local commemorative days.</p> <p>Strengthen IGR structures.</p> <p>Develop campaigns for national identity and social cohesion.</p> <p>Convene Joint Mayor's Forums and Joint Mayoral Committee engagements.</p>

Office of the Speaker

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
<p>Output 1: Nation Building and developing National Identity</p> <p>Output 2: Citizen Participation</p> <p>Output 3: Social Cohesion</p>	<p>Improve stakeholder relations through public participation</p>	<p>High level of awareness and mobilization for Public Participation in Governance</p> <p>Re-establish strong Moral Regeneration Movement and Develop sustainable moral regeneration programmes for the district.</p> <p>Expand mandate of the Petitions Committee into a Public Participation Committee</p> <p>Improve stakeholder relations through public participation</p> <p>Implementing and coordinating a petition management system to effectively deal with petitions from members of the public</p> <p>Holding public meetings and putting public documents in the public domain as required in terms of the MSA and MFMA.</p> <p>Implement new communication channels with stakeholders including Woman's month programme</p>
<p>Outcome 9: Output 7: Single Window of coordination-</p> <p>Sub-output 1: Review local government legislation</p> <p>sub –output 2: coordinated support, monitoring and interventions in provinces and municipalities</p>	<p>The pursuit of efficient, accountable and cooperative governance</p>	<p>Implementation of separation of powers policy framework</p> <p>Strengthening and implementation of various policy frameworks</p> <p>Effective functioning of MPAC</p>

Office of the Chief Whip

Alignment with National and Provincial Outcomes	IDP Strategy	Strategic Intervention 2014/15
<p>Outcome 9: Output 4: Single window of Coordination</p> <p>Output 1: Ensure effective oversight</p>	<p>The pursuit of efficient, accountable and cooperative governance</p>	<ul style="list-style-type: none"> • Tighten coordination of oversight • Strengthen facilitation of oversight • Improve coordination of caucuses strategic and Makgotla retreats • Strengthen and improve coordination and facilitation of benchmark visits • Strengthen and improve coordination caucuses and caucus forums • Strengthen and improve coordination councilors capacity building and training programs



External Communications

Alignment With National And Provincial Outcomes	GDS and IDP Strategy For Five Year	Strategic Intervention 2013-14
Responsive, accountable effective and efficient local government system	Improving stakeholder relations through public participation	<ul style="list-style-type: none"> Media Monitoring Services Develop a New CMS (Content Management System) based Sedibeng Website Development of an SDM Newsletter (<i>SediNews</i>) Develop Brochure for GDS2 Develop website link for GDS 2 Development of an Internal SDM Newsletter Develop a Communications Strategy Develop a Stakeholder Database Develop a Marketing and Branding Strategy Develop a Marketing and Branding Strategy- <i>"Towards a Vaal Metropolitan River City"</i> Update the Events Management policy Finalize a SDM Corporate Identity Manual Develop a Stakeholder Relations Strategy District Communications Forum Meetings Commemorative, Service Delivery & Other Events

CHAPTER 05:

FLAGSHIP PROJECTS AND SECTOR PLANS



SGDS Flagship Projects & Sector Plans:

GDS-02 Strategy: "GDS-02 sets out numerous and multifarious ideas around broad direction, focused action and possible projects that need to be taken up by the municipality, the private sector, and civil society. Together those ideas, will guarantee a successful Vision 2030. GDS 2 is not a portfolio of projects that belong better in a municipal IDP or a public private partnership (PPP). GDS2 believes that delivery of such projects is necessary to the successful completion of a GDS in the long term.

GDS 2 selects from these ideas the following 10 interventions, that it believes taken together, will get make and enormous change to the face of Sedibeng. They all require a big push from a broad range of stakeholders. Naming them as GDS2 flagship projects will hopefully provide impetus to delivery over the next phase."

Progress on 2nd Generation Growth and Development Strategy Implementation:

The summary below aims to provide an assessment of progress on the Ten Flagship Projects and to assess the milestones as adopted in 2012. The summary also notes some targets for the 2013/2014 Financial Year which would accelerate progress into the future.

- 1. Sedibeng Development Agency**
- 2. Vaal Freight Logistics Hub**
- 3. Comprehensive Rural Development Project (Sedibeng Maize Triangle Project)**
- 4. Establishment of a River City Metropolitan Municipality**
- 5. Fibre Optic Connectivity and Roll out**
- 6. Heritage Commemorative Events**
- 7. Sedibeng Regional Sanitation Scheme**
- 8. Alternative Energy Generation**
- 9. Implementation of the Transport Model such as BRT**
- 10. Vaal 21**



FLAGSHIP PROJECT 01

1. SEDIBENG DEVELOPMENT AGENCY		
Description of Project:	It is a municipal entity to that is established to initiate, coordinate, manage and implement economic development Projects in Sedibeng.	
Impact of Project:	One Stop Shop for business and investment facilitation for Sedibeng, increase take up of incentives and opportunities that comes with investing in the area	
<i>Key Milestones</i>	<i>Progress to date, assessment of milestones and adjustments if required.</i>	<i>2014/2015Targets</i>
1. Market Sedibeng as a pre-eminent destination of choice for Investment		Finalize Agency Model. Engage Stakeholders and Launch Agency by end of the Financial Year.
2. Facilitate Investment for the Region		
3. Brand and Profile strategic Catalytic Projects to unleash economic development for Sedibeng		
4. Reducing Cost of doing business in Sedibeng and fast track development and re-zoning application		
5. Manage and maintain Strategic Partnerships with other spheres of Government and Private Sector/ Investors		

FLAGSHIP PROJECT 02

2. VAAL FREIGHT & LOGISTICS HUB		
Description of Project:	This is a Special Economic Zone to facilitate inland port for freight and logistics and facilitate movement of goods from manufacturing and other sectors for domestic, national and International destination since Vaal is one of the largest industrial hubs in Southern Africa and its proximity to Gauteng markets and its excellent rail and road transport networks make it a natural location for a logistics hub. The project seeks to designate certain infrastructure to support rail and road travel to and from Sedibeng to the domestic, national and International destination	
Impact of Project:	1. Reduce congestion and traffic on the road to deliver goods on time 2. Reduce maintenance cost for road maintenance 3. Shift road to rail intermodal facilities to address major issues of lowering inland transport costs and improve trackand trace capacities. 4. Realize economic development potential of the area through warehousing facilities, efficient loading, off-loadingand freight transfer handling. 5. Improve ICT and Connectivity through data interchange, electronic trading and consignment tracking and tracing-Business Process Outsourcing growth	
<i>Key Milestones</i>	<i>Progress to date, assessment of milestones and adjustments if required.</i>	<i>2014/2015Targets and adjustments</i>
1. Establish a Special Economic Zone to attract investment into the designated AREA	STEADY PROGRESS WITH PROVINCIAL ENDORSEMENT: The Gauteng Provincial Government has confirmed a project in this regard. Assessments of a suitable location are underway with	Greater detail required on Provincial Programme to do due diligence on suitable location and supporting infrastructure.
2. Increase competitive and comparative advantage Sedibeng (Vaal) has in freight forwarding, transfer, handling and warehousing with ease of travelling		
3. Direct link to Container depot- Vaal Container Depot		
4. Create new Infrastructure suitable for		



2. VAAL FREIGHT & LOGISTICS HUB

handling export orientated production (Iron and Steel)	Emfuleni.	
5. Revive rail mode for local heavy Engineering, Iron and Steel, and Metal industries for manufacturing		

FLAGSHIP PROJECT 03A

**3. COMPREHENSIVE RURAL DEVELOPMENT PROJECT:
SEDIBENG MAIZE TRIANGLE PROJECT**

Description of Project:	To provide technical and infrastructure as well as logistical support to small and emerging farmers and cooperative in Agriculture.	
Impact of Project:	<ul style="list-style-type: none"> - To directly address the problems of start up by small scale and emerging farmers; - To provide food security and address of rural poverty and create jobs; - To reduce the outflow of the rural poor into urban areas to seek alternative livelihoods; - To avoid congestion into urban centres and create economic migrants thereby causing problems for urbandevelopment; - To create sustainability in Agriculture and food security for all - To create and improve infrastructure in rural communities to attract investments and economic development and job creation. 	
<i>Key Milestones</i>	<i>Progress to date, assessment of milestones and adjustments if required.</i>	<i>2014/2015Targets and adjustments</i>
Sustainable Agricultural development	STEADY PROGRESS WITH PROVINCIAL ENDORSEMENT: Greater details required of the Provincial Programme. Local initiatives still need to be consolidated especially with Midvaal and Lesedi. Turnaround Strategy for Fresh Produce Market set for commencement at the beginning in July 2013. Rural Development Strategy is still ill-defined.	Handover of Fresh Produce Market and implementation of associated programmes at the FPM. Greater coordination required with local municipalities and District.
2. Improve production processes in the Agricultural sector		
3. Increase agricultural productivity by improving our Fresh Produce Market and other small markets, privatesector investment, physical infrastructure, human capital, demand driven research & extension services;		
4. To come with our own regional integrated and comprehensive rural development strategy, to strengthen the linkages with other sector strategies/improve coordination/and set implementation priorities;		
5. Create Jobs and sustainable livelihoods		
6. Improve access to markets for rural/ Agricultural production		

FLAGSHIP PROJECT 3B

3B. AGRICULTURAL COOPERATIVES

Description of Project:	Rural Development Pilot Project in Midvaal	
Impact of Project:	<ul style="list-style-type: none"> - To develop infra-structures in and around Vaal Marine/Bantu Bonke areas; - To reduce the outflow of the rural poor into urban areas; - To increase number of tunnels and create more job opportunities in an area; - To change a mindset that thinks that rural development is all about agricultural development only 	
<i>Key Milestones</i>	<i>Progress to date, assessment of milestones and adjustments if required.</i>	<i>2014/2015Targets and adjustments</i>
- To formulate plans that will bring sustainable developments in the rural areas;	(This Flagship Project which is focused on Midvaal requires integration with Flagship Programme 3A above)	
- To come with or support national/provincial fundamental structural reforms to ensure macroeconomic stability and improve market efficiency;		
- To increase agricultural productivity by improving our Fresh Produce Market and other		



small markets, private sector investment, physical infrastructure, human capital, demand driven research & extension services;		
- To come with our own regional integrated and comprehensive rural development strategy, to strengthen the linkages with other sector strategies/improve coordination and set implementation priorities;		
- To reduce the rate of youth unemployment in our rural areas reducing household vulnerability to risk associated with climate and environmental change, as well as fluctuating market prices of agricultural products;		

FLAGSHIP PROJECT 04

ESTABLISHMENT OF A RIVER CITY METROPOLITAN MUNICIPALITY		
Description of Project:	The project relates to the processes of disestablishment of the current municipalities within the Sedibeng region and establishment of a single tier form of local government	
Impact of Project:	<p>The project will eliminate duplication, maximize efficiencies in service delivery and resource distribution and utilization within the region by promoting:</p> <ul style="list-style-type: none"> - Spatial integration and social development of all; - Equity, social justice and economic prosperity; - Local democracy; - Integrated affordable and efficient services and - Consolidated local government 	
<i>Key Milestones</i>	<i>Progress to date, assessment of milestones and adjustments if required.</i>	2014/2015
1- Management of Municipal Demarcation Board processes towards the establishment of the Metropolitan Municipality	<p>GOOD PROGRESS:</p> <p>Several engagements and preparatory discussions have been held to adequately cope with the final announcement via a Section 21(5) notice of the MDB.</p>	<p>The announcement of the establishment of the Sedibeng District Municipalities into Metropolitan Municipality was done on the 15 August 2013. The Sedibeng District Municipality actively promoted the viability and benefits of a Metro system for the area. There are continuous consultations with all Local Municipalities in the alignment of the Sedibeng Growth and Development Strategy (GDS-02). The benchmark was done through Study Tours to Mangaung City and Buffalo City. The public was also consulted through numerous presentations made to community organisations and stakeholders on the 'Towards A Metro' concept. With regard to Shared Services, IT services remain the only active shared service. The Sedibeng District oversees three areas of the services via Service Level Agreements, i.e. Expanding and maintaining the Wide Area Network, supporting the DRP (Disaster Recovery Programme) and promoting standardisation of systems for easy integration. The system is functional. The following shared services areas are being looked into:</p> <ol style="list-style-type: none"> Sharing Fleet Management Systems Performance Management Systems (PMS) standardisation Accounting and Internal Auditing Services Forensic Investigation Services Centralised Procurement of consumables (stationery, printer cartridges, paper etc) Banking Services Security Services Insurance Services <p>The above list is by no means complete, and does provide</p>
2- Establishment of a Multi-disciplinary Task Team to manage the transitional process		
3- Empowerment of IGR structures through legislation to enforce their decisions through Councils		
4- Management of decisions with potential impact on the region by a regional IGR structure e.g. Joint Political Management Teams' (PMT) Forum		
- Conduct due processes for all municipal functions, e.g. ring fencing of all water and sanitation functions		
Place moratorium on internal restructuring processes rather encourage inter-municipal assistance and deployment of resources		
- Facilitate inter-departmental, inter-municipal and discussion networks on metropolitan governance and integrated approach to service delivery		



ESTABLISHMENT OF A RIVER CITY METROPOLITAN MUNICIPALITY

		great opportunity to create saving through economies of scale and adopting best practices that exists amongst the District and its locals. The future prospects of a Metro, and the associated migration process, may well activate these possibilities in the future.
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FLAGSHIP PROJECT 05

FIBRE OPTIC CONNECTIVITY AND ROLL OUT

Description of Project:	Roll-out of a fibre optic communications network to all municipal offices, clinics, libraries and CCTV sites in the Sedibeng District Municipality and its local municipalities.	
Impact of Project:	<p>The installation of fibre, as a backbone for communications technology in the District is informed by the objectives that seek to create data connectivity to every municipal office, library, clinic, youth centers and CCTV nodal points across the district. This will, amongst other things increase participation by the broader society. This project will contribute to reshaping the District's economy to be more inclusive and broad based by opening up new opportunities for the marginalized communities.</p> <p>The installation of the fibre optic cabling will establish Council's vision for maintaining and enhancing communication throughout the District Municipality and to promote public infrastructural growth as per the key strategy "Improve ICT Connectivity in Sedibeng" in-line with the key deliverable "Reintegrating our Region" to ultimately establish the Sedibeng District as a Smart City.</p> <p>This strategy also focuses on being environmentally sensitive and can reduce Council's carbon footprint whilst at the same time ensuring economic growth and development.</p> <p>The project will ultimately aim to deliver:</p> <ul style="list-style-type: none"> • Connectivity to all of councils buildings to ensure access to systems and solutions to provide a better service to our citizens; • To improve service delivery by providing high quality ICT services through e-government; • To build the network infrastructure and information super-highway to encourage the development of an advanced workforce with better ICT silks; • To ultimately enhance economic productivity through ICT infrastructure development in order to lower the cost of doing business and increase connectivity for companies especially SMMEs; • To increase the ICT skills capacity within the public and the private sectors to create a pool of ICT practitioners and entrepreneurs; • To build an economic and industrial sector with a focus on ICT; • To ensure that innovation becomes part of the economic network in Gauteng Province in relation to ICT; • To assist with opportunities to create employment in the ICT sector; • To create a safe environment for the citizens of the District through the expansion of the CCTV project as part of the fibre footprint being installed. 	
Key Milestones	Progress to date, assessment of milestones and adjustments if required.	2014/15
Link all Municipal offices	<p>EXCELLENT PROGRESS:</p> <p>Phase three of the project is well under way and completion of this phase will be towards the end of April 2014. The completion cost of phase 3 will be R 8,328,110.00, with 69.5 kilometers of fibre optic cable already trenched and connected throughout the District. In terms of the roll-out plan 165,523 man hours was invested in the project to date.</p>	Phase 4 of the project will commence and the estimated cost will be R13, 362,000.00. In this phase a full management system will be implemented to ensure that all links are monitored and managed and failover procedures are in place to ensure high uptime on the backbone.
Provide backbone for CCTV		A tender process will be followed in this period to integrate telephony onto the fibre backbone where applicable.
Extend network to education institutions		Public wireless Wi-Fi hotspots will be created at all libraries and community halls in 2015 (Phase 5).
Integrate telephony onto fibre network		(CCTV COMMENTS NOT IT) Upgrade and expand CCTV Surveillance System @ R1,3mil in 2013/14
Increase ICT Skills		



FIBRE OPTIC CONNECTIVITY AND ROLL OUT		
		financial year Provide CCTV Surveillance System maintenance and repairs Implement the Council approved 2013-2017 SDM Community Safety Strategy

FLAGSHIP PROJECT 06

HERITAGE COMMEMORATIVE EVENTS		
Description of Project:	Heritage Resources Preservation and Commemoration of Identified National, Provincial and Regional Events. SDM has initiated the Sharpeville Heritage Precinct Legacy Project including significant heritage related events to preserve, promote and commemorate our local history, to promote social cohesion and nation building as well as contributing to the economic development of our region.	
Impact of Project:	Preservation and promotion of Heritage Resources including Monuments, Museums, Plaques, Outdoor Art, Heritage trails/routes and other symbolic representations that create visible reminders of, and commemoration of our History.	
<i>Key Milestones</i>	<i>Progress to date, assessment of milestones and adjustments if required.</i>	<i>2014/2015 Targets and adjustments</i>
Commemoration of National Days: Heritage, Human Rights, Signing of the S.A. Constitution, Signing of the Peace Treaty, Nangalenbe, Boipatong and other Vaal Massacres	VERY GOOD PROGRESS: Regional Heritage Summit held successfully on 15 & 16 Nov 2012, Heritage Declaration signed by Heritage stakeholders, Report to be tabled at next MAYCO for approval Heritage, Vaal Massacre, Signing of the S.A. Constitution, Nangalembe Massacre and Human Rights Commemorative events held successfully.	Restoration and refurbishment of Museums in phases subject to funding availability. Host commemorative events as per Summit resolutions. Facilitate establishment of the SDM Geographic Name Change Committee and Name Change implementation process.

FLAGSHIP PROJECT 07

SEDIBENG REGIONAL SANITATION SCHEME	
Description of Project:	<p>This is high impact project that is critical to South Africa national as it directly impacts on the national GDP. The estimated budget for the total solution is R4 billion. It is aimed at addressing the following problems</p> <ul style="list-style-type: none"> - Spillage of raw sewage into the Vaal river - Discharge of non-compliant effluent into the Vaal River - Negative environmental and health impact - Restricting the potential of socio economic growth and it's an impediment to investment potential of the province - The sanitation infrastructure within the Sedibeng Regional Municipality is old, resulting in high maintenance costs and frequent availability and performance failures - The demand exceeds the design capacity of all Waste Water Treatment Works. <p>The proposed solution is holistic in nature and broken down in 3 phases: short, medium and long term. These terms are phased to address the identified challenges as per their priorities.</p> <p>The solution proposes the expansion of existing waste water treatment plants i.e. Sebokeng from 100MI/day to 200MI/day, Meyerton from about 10MI/day to 20MI/day and construction of outfall sewers, mega pumps station and a new Waste water treatment plant with a capacity of 147MI/day.</p>



SEDIBENG REGIONAL SANITATION SCHEME		
	<p>The objectives of the project are as follows:</p> <ul style="list-style-type: none"> - Deliver an effective solution that will eradicate the pollution into the Vaal River and its tributaries - Create bulk sanitation infrastructure for the Southern Gauteng Region - Institute interim measures to address immediate/emergency problems - Facilitate local economic development and job creation - Eradicate water & sanitation service delivery challenges, inhibiting both social & economic development in the region - To create institutional capacity to provide water services sustainable in the Region <p>To create project management capacity to deliver the project successfully (Governance, Procurement, IGR, Funding, expertise and systems)</p>	
Impact of Project:	<p>The impact of the project will be in two folds one at a national level the other provincially as follows:</p> <p>Nationally</p> <ul style="list-style-type: none"> - This project will have an impact on the Gross Domestic product (GDP) estimated at R3 Billion - It is expected that it will create employment opportunities of 12757 - The other impacts extends to an increase to household income, education opportunities etc. <p>Provincially</p> <ul style="list-style-type: none"> - This project will have an impact on the Gross Domestic product (GDP) estimated at R2 Billion - It is expected that it will create employment opportunities of 8900 - The other impact extends to an increase to household income, education opportunities etc. - The project will further unlock a number of developments i.e. Savannah city, low cost housing south of Johannesburg etc. 	
<i>Key Milestones</i>	<i>Progress to date, assessment of milestones and adjustments if required.</i>	<i>2014/2015 Targets and adjustments</i>
<p>Short term</p> <ul style="list-style-type: none"> - Ensure effluent compliance with all plant <p>Medium Term - Capacity expansion for</p> <ul style="list-style-type: none"> - Sebokeng by 100Ml/day - Meyerton 10Ml/day - Bulk reticulation refurbishment <p>Long term - Construction of totally new infrastructure as follows:</p> <ul style="list-style-type: none"> - New waste water treatment Plant for 147ml/dal - Linking outfall sewer - Super Pumpstation 	<p>SLOW PROGRESS:</p> <p>All process completed for upgrade of Sebokeng and Meyerton WWTW and PIO. Migration of project to Rand Water has delayed progress.</p>	<p>Upgrade to Sebokeng and Meyerton WWTW to commence. PIO to be migrated to Rand Water to execute current and future expansion of the New WWTW.</p>

FLAGSHIP PROJECT 08

ALTERNATIVE ENERGY GENERATION		
Description of Project:	At a household level, the project is about the conversion of the solar energy (sunlight) into electricity for heating up of water for domestic use.	
Impact of Project:	In line with the Government drive to reduce the dependence on fossil fuel for the generation of electricity, that is the drive towards clean and green energy (electricity) production, the project will effectively cut out the need to use the current conventionally produced electricity for heating up water for household use. The project can easily be extended to cover the need for heating up water for office use, small business use, sport and recreation use, etc.	
<i>Key Milestones</i>	<i>Progress to date, assessment of milestones and adjustments if required.</i>	<i>2014/15</i>
1. Installations of Solar Geysers	A letter of Intent will be issued to Yaetso Investment and Projects (Pty) for the engagement with ESKOM to acquire funding for Energy Related Projects.	Structural adjustments to the funding model between Eskom and DEA.
2. Exploring alternative sources of 'Green Energy'		<p>New service providers to be appointed and projects to be rolled out for Solar Geysers.</p> <p>Broader planning and consolidation required on wider 'Green Energy' projects (other than solar geysers) in collaboration with VUT (Hydrogen Fuel) and other stakeholders.</p>



FLAGSHIP PROJECT 09

IMPLEMENTATION OF THE TRANSPORT MODEL SUCH AS THE BRT		
Description of Project:	The project looks into the feasibility of developing an long term integrated public transport plan that looks into the integration of modes of transport into the public transport system operating as a single seamless system.	
Impact of Project:	Integration of the current independently operating modes of public transport into an integrated public transport system.	
<i>Key Milestones</i>	<i>Progress to date, assessment of milestones and adjustments if required.</i>	<i>2014/2015 Targets and adjustments</i>
<p>The project's feasibility will be dissected into phases, the Bus Rapid Transport, the Intercity (inter-municipal) Bus Transport, the Intercity (inter-municipal) Speed Train. Experiences and best practices will be sourced from the Johannesburg Metro and the GDRT.</p> <p>The feasibility of these projects is depended on the land use plan, the spatial development framework, and the local economic development plan. That is, the development of these plans must ensure that the framework and foundations are laid for the above integrated public transport system to be feasible.</p>	<p>SLOW PROGRESS: Overall Transport Plan for the region to be developed in alignment with the Provincial vision.</p>	<p>Develop a Transport plan as aligned to developing nodes and corridors.</p>

FLAGSHIP PROJECT 10

VAAL 21		
Description of Project:		
Impact of Project:		
<i>Key Milestones</i>	<i>Progress to date, assessment of milestones and adjustments if required.</i>	<i>2014/15</i>
Consolidating the Vaal 21 Brand	<p>GOOD PROGRESS ON BRANDING , STALLED PROGRESS ON CROSS BORDER INITIATIVES:</p> <p>The 'Vaal 21' brand continues to grow with sustained usage and branding on flagship projects. Cross border discussions on joint projects with FezileDabi have stalled.</p>	<p>The 'Vaal 21' brand continues to grow with sustained usage and branding on all external and internal communications.</p> <p>The Sedibeng District Municipality led the cross border discussions with FezileDabi in order to resuscitate joint projects discussions and way forward.</p>
Development of the Riverfront		
Cross-Border cooperation with FezileDabi on developments on both banks of the Vaal River		



REVISED SECTOR PLANS:

The Sector Plans are the building block of the 2014/2015 Integrated Development Plan (IDP). They present a clear outline of the annual term development path of each sector. They highlight the Priority Programmes for each Cluster. They detail the objectives and programmes of the one year period thereby bridging the GDS and the IDP. They provide general guidelines directed towards ensuring the orderly and efficient development of a sector area. The Sector Plan addresses essential services and facilities, land uses, transportation systems, population density and sequencing of development. Full consideration must be given to the costs and benefits of various actions upon the present and future social, economic and environmental fabric of the area.

It is worth noting that a cluster typically bears responsibility for the implementation of each sector plan. They seek to outline the plans of each Cluster for the next year and they are aligned to the Sedibeng Growth and Development Strategy and National and Provincial Outcome. They are intended to guide the Municipality to deliver plans in a planned and coordinated manner. If successfully implemented, they will help the Municipality stimulate the local economy, create an environment for local job creation. These Sector Plans will be the first review of the five year Integrated Development Plan to cater for new opportunities or to respond to challenges in the area. It is also important to reflect the budget or resources that will enable the departments to implement their plans efficiently and effectively.

STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT: **Local Economic Development, Integrated Development Plan & Tourism**

IDP KEY PERFORMANCE AREA: Reinventing the Economy *from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way build local economies to create more employment and sustainable livelihoods.*

LOCAL ECONOMIC DEVELOPMENT

IDP Strategic Objective: Create long term sustainable jobs, reduce unemployment, poverty and inequalities					
National and Provincial Outcomes: Decent Employment through inclusive growth					
National Development Plan: Economy and Employment					
4 year programme/ Projects	Baseline/	Target	Indicator	Total Estimated Annual Budget	Delivery agenda
					2014/15
Implementation of the EPWP & CWP	Three CWP sites in all our Locals implemented	6 EPWP & CWP Programmes be implemented	Number of programmes Implemented	External funding	Recruit 3000 potential beneficiaries to be employed in the CWP. Recruit 300 potential beneficiaries for EPWP Programmes.

IDP Strategic Objective: Promote a diverse economy within the Sedibeng Region					
Alignment with National Outcomes: Decent Employment through inclusive growth					
National Development Plan: Employment and Economy					
4 year programme/ Project	Baseline	Target	Indicator	Total Estimated budget	Delivery agenda
					2014/15
Promote integrated regional economic planning	Local municipalities developed Local Economic Development Strategies	Adoption of a regional economic framework	Regional economic framework adopted by Council	OPEX	Develop consolidated list of Regional inter-municipal Economic Development catalytic projects aligned to GDS pillars.
	High level of unemployment in the region	Facilitate job creation opportunities	Number of job opportunities created	OPEX and External Funding	Develop consolidated list of Regional inter-municipal Economic Development catalytic projects aligned to GDS pillars
	GDS Flagship Projects	Implement a number of GDS Projects	GDS projects implemented	OPEX and External Funding	Mobilize external funding and support for the implementation of the GDS projects



	Shift impact assessment report	Create alternative centralized delivery mechanism to implement strategic projects	Establishment of alternative delivery mechanism for strategic/ catalytic projects	Opex and External Funding	Identify and establish alternative strategic projects delivery mechanism
Sedibeng District Wide incentive Policy & Special Economic Zone	Draft District Wide Incentive policy	Produce a comprehensive project booklet and investment profile for the region	Comprehensive project booklet and investment profile produced	Opex and external funding	Develop a comprehensive booklet on incentive packages, offerings and investment profile of the District. Development of LED Strategy

SMME and BBBEE

IDP Strategic Objective: Ensuring BBBEE and SMME development					
Alignment with National Outcomes: Decent Employment through inclusive growth					
National Development Plan: Economy and Employment					
4 year programme/ Projects	Baseline	Target	Indicator	Total Estimated budget	Delivery agenda 2014/15
Facilitate training and capacity building programmes for SMME's and Co-operatives	60 SMMEs & cooperatives trained	Identification & training of 190 SMMEs & cooperatives	SMMEs & cooperatives trained	External and OPEX	Facilitate training and capacity building with other partners to train 150 individual entrepreneurs and members of Corporatives.
	One Gauteng Enterprise Propeller office in the region	Decentralise GEP services	One satellite GEP office opened	External	Market services and offerings of GEP decentralized office.
Link SMMEs to economic opportunities	37 SMMEs were linked to Economic Opportunities	80 SMMEs and Coops linked to Economic Opportunities	Number of SMMEs linked to Economic Opportunities	Opex and external Funding	Link 20 SMMEs and Cooperatives to Economic Opportunities.

IDP Strategic Objective: Promote and develop agricultural Sector					
Alignment with National Outcomes: Decent Employment through inclusive growth					
National Development Plan: Economy and Employment					
4 year programme/ Projects	Baseline	Target	Indicator	Total Annual budget	Delivery agenda 2014/15
Facilitate access to training and capacity building programmes for farmers	Unsustainable projects for small framers and co-operatives	Identification & training of 300 farmers & cooperatives	Farmers & cooperatives trained	OPEX and External Funding	Facilitate training and capacity building for small farmers in partnership with other agencies/ spheres of government
Facilitate access to markets	Underutilised Vereeniging Fresh Produce Market	100 farmers & cooperatives accessing the markets	Number of farmers & cooperatives accessing the markets	OPEX	Facilitate training and capacity building for small farmers in partnership with other agencies/ spheres of government
Facilitate the establishment of Agro-processing / Value add industries	Agro processing limited to major agricultural industries	4 Agro-processing industries established	Number of Agro-processing industries established	OPEX	Identify and do feasibility report on Agro processing and value adding agricultural industries in the region



TOURISM

IDP Strategic Objective: Promote & Develop the Tourism Sector					
Alignment with National Outcomes: Decent Employment through inclusive growth					
National Development Plan: Employment and Economy					
4 year programme/ Projects	Baseline	Target	Indicator	Estimated Annual budget	Delivery Agenda 2014/15
Review Tourism Strategy to ensure Township Tourism Development	Tourism Strategy developed excluding Townships	Development & Implementation of Regional Tourism Strategy inclusive of Townships	Submit the reviewed Tourism Strategy inclusive of townships	R300 000	Conduct stakeholder consultations to review Sedibeng Tourism Strategy.
Tourism Institutional Arrangements	Draft Memorandum of Incorporation and interim CEO in place.	Self-sustaining Regional Tourism Organization company	Registration of the Regional Tourism Organisation as a company	R12.3 million	Render administrative support to RTO
Destination Marketing	Marketing is not coordinated & targeted	Identify & develop 4 marketing initiatives	Number of marketing initiatives Identified & developed	OPEX and External Funding	Identify and participate in a number of exhibitions and marketing platforms to promote Sedibeng as a Destination of choice.
Tourism Product and Skills Development	Low Quality compliance and tourism skills	Improve number of graded Tourism Accommodations and tourism skills in the region	Increased number of graded establishment and skills development in tourism	External Funding	Facilitate 4 Skills Development and Awareness programmes Award excellence by hosting the annual tourism awards
Tourism infrastructure	Lack of tourism infrastructure to support tourism activities. Poor Quality maintenance of cultural and heritage attractions	Complete Audit of Tourism infrastructure needs	Improved Tourism Infrastructure in the region	External Funding	Revive Tourism Infrastructure Forum and coordinate quarterly tourism infrastructure information sharing session.

IDP KEY PERFORMANCE AREA: Renewing our communities from low to high quality through the provision of basic services, improving local public services and broadening access to them, and regenerating and property development to improve the quality of living for the communities.

DEVELOPMENT PLANNING AND HOUSING

IDP Strategic Objective: Promote Residential Development and Urban Renewal					
Alignment with National Outcomes: Sustainable Human Settlement and Improved Quality of household life					
National Development Plan: Human Settlement					
4 year programme/ Projects	Baseline	Target	Indicator	Total estimated annual budget	Delivery agenda 2014/15
Facilitate, monitor and coordinate Housing Programmes	Housing Policies & Plans in place	4 reports to Council per annum	Number of housing projects implemented and submit reports to Council	Opex and Provincial Budget	Quarterly Monitoring reports progress on the delivery of Housing programmes



IDP Strategic Objective: Promote Residential Development and Urban Renewal					
Alignment with National Outcomes: Sustainable Human Settlement and Improved Quality of household life					
National Development Plan: Human Settlement					
4 year programme/ Projects	Baseline	Target	Indicator	Total estimated annual budget	Delivery agenda 2014/15
Spatial Planning	2009 Spatial Development Plan	Approved Spatial Development Framework (SDF)	SDF document submitted to Council	Opex and Provincial Budget R500 000	Development of a Final Sedibeng Spatial Development Framework
Precinct and Residential Development Projects.	Minimum economic and social activities and coherent human development in former townships	Source Funding for the Development of Precincts and Residential Areas	Submit precinct projects	Opex and Grant PRECINCT PLANS (R 1.2 mil)	Submit progress reports to Council on precincts development
		Submit and implement funded Business Plans	Construction of approved precinct projects	Opex and NDP Grant NDP Grant (R18.2 mil)	Facilitate funding from other spheres of Government for development of Precincts
Regeneration of central business districts	Deteriorating the CBDs	Revitalization of CBDs	Number of CBDs Improvement Programmes initiated	Opex	Coordinate and submit reports of CBD regeneration programmes

LICENSING

IDP Strategic Objective: Render an efficient, effective and corruption free vehicle state registration and licensing service					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state					
4 year programme/ Projects	Baseline	1 year target	Indicator	Total Annual budget	Delivery agenda 2014/15
Improve the safety and security within the licensing centres.	Current security is only physical warm bodies.	Ensure security complies with internal audit findings.	Safe and secure licensing services environment.	OPEX (5% license commission ring-fenced).	Installation of metal detectors at public entrances, installation of 24hr armed reaction security, and installation of panic buttons at cashier counters.
Provide a proper and secure filing system for licensing files and records.	Filing system does not comply with legislative requirements and SLA with GDRT.	Provide a proper document management system in all licensing centres.	One month turn-around time in filing new licensing documents.	OPEX (5% license commission).	Procure storage containers to store old licensing files at every licensing centre. Refurbish current filing rooms to comply with norms and standards.
Upgrade the Vanderbijlpark and Meyerton VTS to undertake Vehicle License Renewals Drive-Thrus.	The current VTS undertake walk-in Vehicle License Renewals.	Provision of Drive-Thrus in the Vanderbijlpark and Meyerton VTS.	Reduced vehicle license renewal customers at licensing centres.	OPEX (5% license commission).	Retrofit the VTS infrastructure to accommodate vehicle license renewal drive-thrus.
Establish vehicle license renewal points at accessible public service centres.	Vehicle license renewals are provided at licensing centres in conjunction with all other licensing	Provision of vehicle license renewals at strategic and accessible public service centres.	Reduced vehicle license renewal customers at licensing centres and freeing of	OPEX (5% license commission).	Retrofit existing public service delivery points (infrastructure) to accommodate vehicle license renewal points.



IDP Strategic Objective: Render an efficient, effective and corruption free vehicle state registration and licensing service					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state					
4 year programme/ Projects	Baseline	1 year target	Indicator	Total Annual budget	Delivery agenda 2014/15
	services.		space and resources to other licensing operations.		
Establishment of licensing services in previously disadvantaged areas.	Current licensing services are all in previously advantaged areas.	Identification and confirmation of site for the establishment of a licensing centre.	Conclusion of a contract between the GDRT and ELM in securing a site for the construction of a licensing centre.	CAPEX by GDRT.	Facilitate the identification and confirmation of the site for the establishment of a licensing centre in the previously disadvantaged area.
Upgrading of the learner license system into a computerised learner license system in Vereeniging and Vanderbijlpark licensing centres.	Only the learner license classes in Meyerton and Heidelberg are computerised.	Provision of a computerised learner license system in Vereeniging and Vanderbijlpark.	Improvement in the quality of learner license graduates and reduction in the number of fraudulent activities in the learner license process.	CAPEX by GDRT.	Facilitate the upgrading and retrofitting of the Vereeniging and Vanderbijlpark learner license classes into a computerised learner license classes.
Provision of licensing services on Saturdays (as approved by the NDoT Regulations) in all licensing centres.	Currently licensing services are provided on Mondays to Fridays with an exception of holidays.	Provision of licensing services on Saturdays in the Vereeniging Licensing Centre.	Increase in service delivery and revenue, and reduction in driver license application backlog.	OPEX (5% license commission).	Ensure provision of licensing services in the Vereeniging license centre on Saturdays from 08:00 – 13:00.
Upgrade and refurbish the Meyerton driver testing ground to comply with legislation.	The Meyerton driver testing ground is non-compliant to norms and standards.	Ensure that the Meyerton driver testing ground complies with legislation.	The National Department of Transport's Inspectorate Report that regards the Meyerton driver testing ground as compliant.	OPEX (5% license commission).	Upgrade and refurbish the Meyerton driver testing ground to be compliant to legislation.
Create a dedicated customer care system at all licensing centres.	There is no customer care system at all licensing centres.	Provide a customer care system at the Vereeniging licensing centre.	Establishment of a customer care desk at the Vereeniging licensing centre.	OPEX (5% license commission)	Ensure provision of a customer care system at the Vereeniging licensing centre.
Ensure that operations at the licensing centres are in compliant to legislation.	Some of the operations at all licensing centres are not compliant to legislation.	Operations at all licensing centres are compliant to legislation.	The National Department of Transport's Inspectorate Report that regards the operations at all licensing	OPEX (5% license commission).	Ensure that all licensing centres receive a compliant report at the end of 2014/15 from the Inspectorate Unit of the National Department of Transport.



IDP Strategic Objective: Render an efficient, effective and corruption free vehicle state registration and licensing service					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state					
4 year programme/ Projects	Baseline	1 year target	Indicator	Total Annual budget	Delivery agenda 2014/15
			centres as compliant.		
Increase the provision of licensing services within the current licensing centres.	The doors at licensing centres are opened at 08:00 and closed at 15:00.	Extend the opening of licensing services until 16:00.	Increase in service delivery and revenue, and reduction in driver license application backlog.	NONE (working hours are from 07:45 until 16:15, extending opening hours until 16:00 will have no financial implications).	Ensure the addition of a driver license testing slot to start at 15:00 in all licensing centres.

INFRASTRUCTURE

IDP Strategy: Plan for effective, efficient and sustainable infrastructure for water and sanitation, and provision of electricity.					
Alignment with National Outcomes: An efficient, competitive and responsive economic infrastructure network.					
National Development Plan: Improving Economic Infrastructure					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Regional Master Plan for bulk services in conjunction with locals.	Incomplete Local master plans	Regional master plan for bulk services.	Master plans for water and sanitation and provision of electricity.	Opex	
Ensure regional coordination and liaison in respect of basic services through intergovernmental relations forum.	IGR structure	Four meetings per year.	Total integrated and functioning IGR structure	Operational	Facilitate the identification and confirmation of the site for the establishment of a licensing centre in the previously disadvantaged area.
Facilitate the speedy implementation of the Sedibeng Regional Sewer.	Current sewer is disjointed and running at 120% capacity.	Upgraded Sedibeng Regional Sewer that is integrated and provides for long term developmental needs.	Upgraded Sedibeng Regional Sewer	R1000 000	Facilitate the speedy implementation of the Sedibeng Regional Sewer.

IDP KEY PERFORMANCE AREA: Reviving a sustainable environment from waste dumps to a green region, by increasing the focus on improving air, water, and soil quality and moving from being a producer and receiver of waste to a green city.

ENVIRONMENT

IDP Strategy: Implementation of effective and efficient environmental management in the Sedibeng District Municipality.					
Alignment with National Outcomes: Environmental assets and natural resources that are well protected and continually enhanced.					
National Development Plan: Transition to a low-carbon economy					
4 year	Baseline	One year	Indicator	Total	Delivery agenda



Integrated Development Plan 2014/15

CHAPTER 5: Flagship Projects/ Sector Plans

programme/ Projects		target		estimated budget	2014/15
Implementation of clean smoke campaign for the region	Poor Air Quality	Annual air pollution reduction awareness campaign	% reduction in visible air pollution	External Funding (DEA)	Implementation of VTAPA priority area awareness campaign
Promulgation of the AQM By laws for the Sedibeng district	Draft AQM by law for the Sedibeng District	AQM by law for the District	Council Approved By law for the District	R65,000.00 (Capex Vote: 450301: R490,000.00)	Facilitate the development of Air Quality By-Law through public participation process
Operation and maintenance of air quality management stations	State of air quality report	Re-commissioning of the 2 monitoring station	%air quality data produced	R425,000.00 (Capex Vote: 450301: R490,000.00)	Installation of PM & SO2 monitors at Vanderbijlpark station
Conversion of all APPA registration certificates to Atmospheric Emission licenses	DEA –APPA review process	50% conversion of APPA registration certificates to AEL	Number of AEL's issued	Cost for 1 positions at level 5 (Post approved, needs re-advertisemen t).	Convert 100% of APPA registration certificates to AEL
Develop an electronic license management system and database	APPA review project	Completed electronic license management system	Approved electronic AEL system for the district	Opex (development of the preliminary concept).	Implementation of VTAPA priority area awareness campaign
Setup an Air Quality Unit for the district to render optimal air quality service	Air Quality Study	Filing of AQM officer critical position	Functional Air quality management unit	Opex: Salary Budget	Facilitate the Air Quality By-Law public participation process

IDP Strategy: Implementation of effective and efficient environmental management in the Sedibeng District Municipality.

Alignment with National Outcomes: Environmental assets and natural resources that are well protected and continually enhanced.

National Development Plan: Transition to a low-carbon economy

4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
BontlekeBotho	Province funds the project and SDM Complements	Vibrant and viable communities	Clean and green environment	OPEX	Facilitate Clean and green educational campaign
MmatshopoKhumbane Awards	2011 prize Giving Ceremony	Prepare for adjudication	Winning wards recognized and rewarded	Provincial funded Project	Support the implementation of MTK programme
Environmental Career Exhibition	One career exhibition	Creation of awareness around available career path in environmental management	Informed students on environmental careers	Opex	Facilitate and conduct Environmental Career Exhibition.
Environmental Calendar day Celebrations	Arbor Day World Environmental Day	Raising Awareness in communities	Arbour day project implemented	Opex	Facilitate the celebration of ad-hoc Environmental Events
Youth Environmental	Alignment of plans and	Environmental skill development	25 learners to be appointed in the	External funding	Support the Environmental Youth Services programme



IDP Strategy: Implementation of effective and efficient environmental management in the Sedibeng District Municipality.					
Alignment with National Outcomes: Environmental assets and natural resources that are well protected and continually enhanced.					
National Development Plan: Transition to a low-carbon economy					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Services Learnership in Midvaal and Lesedi Local Municipalities	projects	rendered for local municipality	District	(DEA)	
Implement an Industrial Waste Exchange Program(IWEX)	3- year IWEX Business Plan	Established website and implementation of the program-	Implementation of the IWEX program for industries in the region	R1m to be provided for by Gauteng Dept. of Economic Development).	Facilitate the registration of 30 Industries to participate in the IWEX programme
IDP Strategy: Ensure the implementation of MHS programmes to reduce environmental health risks					
Alignment with National Outcomes: Environmental assets and natural resources that are well protected and continually enhanced.					
National Development Plan: Transition to a low-carbon economy					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Development of SLA for the rendering of MHS with Service providers	Approved 2010/2011 SLA on MHS	Rendering of Comprehensive MHS throughout the region	SLA developed by June of each financial year	R16,764,249.00 (Opex Vote: 4503031060 205)	Development of SLA for the rendering of MHS with Service providers
Promulgation of the MHS By laws for the Sedibeng district	Draft MHS by law for the Sedibeng District	MHS by law for the District	Council Approved By law for the District	Opex Vote: 4503031060 205	Development of the MHS By laws for the Sedibeng district
Implementation of the x9 elements of MHS as defined	Approved Norms and Standards on the x9 elements	80% reduction in Environmental health risks	Number of MHS programmes implemented	Opex Vote: 4503031060 205	Implementation of the x9 elements of MHS as defined
Maintenance and improvement of the IGR structure on MHS	Established IGR structure on MHS AND Air Quality	Integrated IGR structure comprising all stakeholders on MHS and Environmental Health	% effectiveness of participation the IGR : MHS	Opex Vote: 4503031060 205	Maintenance and improvement of the IGR structure on MHS

IDP KEY PERFORMANCE AREA: Reintegrating the region *with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links.*

TRANSPORT

IDP Strategy: Plan and develop accessible, safe and affordable public transport systems and facilities					
Alignment with National Outcomes: An efficient, competitive and responsive economic infrastructure network.					
National Development Plan: Improving Economic Infrastructure					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15



IDP Strategy: Plan and develop accessible, safe and affordable public transport systems and facilities					
Alignment with National Outcomes: An efficient, competitive and responsive economic infrastructure network.					
National Development Plan: Improving Economic Infrastructure					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Implementation of the Operational License Strategy (OLS)	Operational License Strategy (OLS) has been developed.	Implementation of OLS	Number of meetings held with the taxi industries	Opex	Ensure the implementation of the OLS
Implementation of the Rationalization Plan (RATPLAN).	Rationalization Plan (RATPLAN) Has been developed.	Implementation of (RATPLAN).	Number of meetings convened with the bus industry	Opex	Ensure the implementation of the RATPLAN
Modal Integration Strategy	No Modal Integration Strategy	Completed Modal Integration Strategy	Modal Integration Strategy	Opex	Develop a preliminary concept for a modal integration strategy in the region.
Metered Taxis Strategy	No Metered Taxis Strategy	Integrated metered taxis Strategy	Framework developed	Opex	Develop a preliminary concept for a metered taxi strategy in the region.
Learner Transport Strategy	No Learner Transport Strategy	Integrated learner transport Strategy	Framework developed	Opex	Develop a preliminary concept for a learner transport strategy in the region.
Establishment of a Transport Planning Authority	No Transport Planning Authority	An effective Transport Planning Authority (TPA).	Establish Transport Planning Authority	Opex	Develop a preliminary concept for establishing Transport Planning Authority.
Ensure the development of a proper transport planning methodology through good inter-government relations.	IGR structure	Total integrated and functioning IGR structure	Four IGR meetings per year.	Opex	Facilitate a functioning IGR structure.
Work with PRASA (Passenger Rail of South Africa) for the Development and promotion of rail in the region.	No formal relations with PRASA to improve rail operations in the region	Formalisation of relations with PRASA	Improved relations and joint planning	Opex	Facilitate the development and promotion of rail in the region
Upgrade taxi facilities (In the context of inter-model facilities)	Inadequate and over capacitated facilities.	Upgraded public transport facilities.	Number of facilities upgraded.	Opex	Facilitate the upgrading of the Vereeniging Intermodal Facility.

ROAD INFRASTRUCTURE

IDP Strategy: Promote efficient movement of freight in the region					
Alignment with National Outcomes: An efficient, competitive and responsive economic infrastructure network.					
National Development Plan: Improving Economic Infrastructure					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Road networks and corridors	Incomplete local master plans	Developed Road master plan for the region.	Sedibeng Regional Road Master plan.	R500 000	Coordinate the development of Regional Road master plan
Road Safety	High number of accidents.	Decreased in number of accident in the region.	Joint safety programs and campaigns with local	R100 000	Joint road safety programs and campaigns with local municipalities.



IDP Strategy: Promote efficient movement of freight in the region					
Alignment with National Outcomes: An efficient, competitive and responsive economic infrastructure network.					
National Development Plan: Improving Economic Infrastructure					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Upgrading and Maintenance of Roads in strategic Roads Network.	No Pavement Management System (PMS)	Updated Pavement Management System (PMS) for the region.	Upgraded roads on high volume of public transport vehicles.	Operational	Compilation and development of a priority list for upgrading and maintenance of road network.
Ensure regional coordination and liaison in respect of road master planning through IGR forum.	IGR structure	Four IGR meetings per year.	Total integrated and functioning IGR structure	Operational	Ensure a functional IGR structure for road master planning

Roads Infrastructure

IDP Strategy: Promote efficient movement of freight in the region					
Alignment with National Outcomes: An efficient, competitive and responsive economic infrastructure network.					
National Development Plan: Improving Economic Infrastructure					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Road networks and corridors	Incomplete local master plans	Developed Road master plan for the region.	Sedibeng Regional Road Master plan.	Opex.	Facilitate and coordinate the development of Regional Road master plan
Road Safety	High number of accidents.	Decreased in number of accident in the region.	Joint safety programs and campaigns with local	Opex.	Participate in the joint road safety programs and campaigns with local municipalities.
Upgrading and Maintenance of Roads in strategic Roads Network.	No Pavement Management System (PMS)	Updated Pavement Management System (PMS) for the region.	Upgraded roads on high volume of public transport vehicles.	Opex	Facilitate the compilation and development of a priority list for upgrading and maintenance of road network.
Ensure regional coordination and liaison in respect of road master planning through IGR forum.	IGR structure	Four IGR meetings per year.	Total integrated and functioning IGR structure	Opex	Ensure a functional IGR structure for road master planning

FREIGHT

IDP Strategy: Promote efficient movement of freight in the region					
Alignment with National Outcomes: An efficient, competitive and responsive economic infrastructure network.					
National Development Plan: Improving Economic Infrastructure					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Develop a feasible and appropriate freight facility in partnership with Emfuleni Local Municipality.	There is no freight facilities in the region	Completed Feasibility studies on freight facility	Feasibility studies on Freight facility.	Opex.	Facilitate the commission the study on Freight Facility
Develop Freight Management Plan	There is no freight facility management plan	Complete Freight Management Plan	Freight Management Plan	Operational	Facilitate the development a framework for a freight facility management plan



IDP KEY PERFORMANCE AREA: Releasing human potential; *from low to high skills and build social capital through building united, non-racial, integrated and safer communities.*

CORPORATE SERVICES

INFORMATION TECHNOLOGY

IDP Strategy: World class ICT infrastructure in support of a "Smart Sedibeng"					
Alignment with National Outcomes: An efficient, competitive and responsive economic infrastructure network.					
National Development Plan: Improving Economic Infrastructure					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Roll-out of fibre optic network	75% of project completed	Roll-out of fibre to all municipal offices, clinics and libraries including CCTV sites	Complete roll-out of project – on-time and in budget.	R 15,000,000	Roll-out of fibre to remaining municipal offices, clinics and libraries including CCTV sites
Implement systems to assist the visually impaired community members	Two stations deployed	Roll-out of one workstation	Completed Roll-out of three workstations	R 150,000	Roll-out of one workstation
Roll-out an IT Strategic plan for the Sedibeng District	Phase 1 completed	Review the plan to incorporate the decision to create a Metropolitan Council	Framework for the IT Metropolitan Strategic plan	R 500,000	Development of a IT Metropolitan Strategic Plan
Maintaining adequate operations and procedures to ensure high up-time of systems and networks	Uptime of systems = 90%	Maintain and exceed the baseline percentage	91% Uptime for the period	R 250,000	Maintain the uptime for systems and networks
Implement a full Disaster Recovery Plan for the District	80% percent of the DRP completed	Fully integrated DRP for the District	100% Disaster recovery plan achieved	R750.000.00	Implementation of DRP throughout the District

HUMAN RESOURCE

IDP Strategy: Ensure Effective, Competent and Motivated Staff					
Alignment with National Outcomes: An efficient, effective and development orientated public service & empowered, fair and inclusive citizenship.					
National Development Plan: Improving education, innovation and training					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Develop an Effective Labour Relations Strategy	Labour Relations function fully developed	Attend to central grievances and disciplinary cases and the LLF sittings	6months turnaround to conclude cases and comply with timelines set out in the grievance procedures and disciplinary procedures and code and 12 LLF meetings	Opex	Sustenance of a fully functional Labour Relations unit



IDP Strategy: Ensure Effective, Competent and Motivated Staff					
Alignment with National Outcomes: An efficient, effective and development orientated public service & empowered, fair and inclusive citizenship.					
National Development Plan: Improving education, innovation and training					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Institutionalize training interventions identified through Personal Development Plans and unplanned	Skilled workforce	Percentage of identified training interventions (WSP and performance assessments)	Percentage of implemented identified training interventions(W SP and performance assessments)	OPEX	Enhance and develop employee/organizational performance
	All (125) General Workers trained in Basic Computer Skills.	Female employees trained in Leadership Skills and project management	20 Female employees trained in Leadership Skills and project management	OPEX	
		Training of Shop Stewards in Labour Relations matters	13 Shop Stewards trained in Labour Relations matters	OPEX	
		Training of Job Evaluation unit members	14 Job Evaluation Unit members trained	OPEX	
		Convert manual leave system to electronic Pay-Day version	Percentage identified staff trained to capture leave electronically.	OPEX	
Institutionalize Batho Pele and Employee Wellness Strategies	Strategy in place	Implement the norms & standards of Batho -Pele (BP)strategy	Percentage implementation of the BP strategy	OPEX	Ensure Effective, Competent and Motivated Staff
	Strategy in place	Implement/ commemorate identified Wellness activities/identified interventions	Percentage/ Number of interventions and commemorations implemented	OPEX	
Institutionalize Job Evaluation process	Strategy in place	Functionalize the Job Evaluation unit	Number of JD's bench marked with similar Municipalities	OPEX	Functional Job Evaluation Unit
Transformation of HR systems and determine workplace demographic targets	System in place (Pay-Day)	Populate HR Pay-Day menus	Number of Human Resources menus populated	OPEX	Accessible and user friendly data base
	An EE Committee has been established	Develop Five year EE targets plan (2015-19)	Annual EE target plan in place (2015)	OPEX	Ensure the development of a EE target plan is in place

FACILITIES

IDP Strategy: Develop and Maintain high quality Municipal Facilities					
Alignment with National Outcomes: An efficient, effective and development orientated public service & empowered, fair and inclusive citizenship.					
National Development Plan: Building a capable state					
4 year	Baseline	One year	Indicator	Total	Delivery agenda



programme/ Projects		target		estimated budget	2014/15
Upgrade Municipal Facilities to be user friendly targeting people with Disabilities	No uniform Policy to regulate use of Municipal Facilities by Persons with Disabilities for the Sedibeng District Municipality (SDM) & 3 Local Municipalities	Develop a comprehensive facilities management plan	Comprehensive facilities management plan developed	R250 000	Ensure user friendly municipal facilities
Develop an Integrated Facilities Management Systems	Maintenance plan developed (to edit)	Annual Maintenance Plan	Percentage of Annual Maintenance plan implemented		Implement Annual Maintenance plan
	No integrated safety plan for the municipality	Develop integrated safety management plan	Integrated Safety Management Plan Developed		Ensure safe and secure municipal facilities
Coordinate Facilities Management Projects	No IGR structure to facilitate and ensure common objectives, programmes for the Sedibeng District Municipality and its three (3) Local Municipalities.	Establish Municipal Facilities Management Projects	District wide IGR facilities committees established	R150 000.00	Coordinate District IGR facilities committees

UTILITIES

IDP Strategy: Improve Municipal Financial and administrative capabilities					
Ensure financial Sustainable Local Government including of revenue collection management and financial mobilization					
Alignment with National Outcomes: An Efficient, Competitive and Responsive Economic Infrastructure Network					
National Development Plan: Improving education, innovation and training					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Develop and implement a long term plan /model for efficient management and maintenance of our facilities including possibilities of partnership to partner with private sector.	Implement and train staff on the new model for turnaround strategies.	Effective and Efficient control and management of Municipal Utilities	A developed long term model for management and maintenance of Municipal utilities.	OPEX	Strengthening Public Private Partnership that will ensure all municipal entities are self-sustainable
	Ensure all activities are aligned with Integrated Transport Plan.	Improved Management of Taxi Ranks Improved Management of Heidelberg and Vereeniging Airports	Viable Municipal Entities	OPEX	Cede all transportation matters to relevant sector departments
	Approved Turnaround Strategy for Vereeniging Fresh Produce Market	Council to rescind an agreement with IMASA on Turnaround Strategy for Vereeniging Fresh Produce Market and to	Project rebirth initiative by Dept of Agriculture to resuscitate market operations.	OPEX	Ensure a self-Sustained Vereeniging Free Produce Market.



IDP Strategy: Improve Municipal Financial and administrative capabilities Ensure financial Sustainable Local Government including of revenue collection management and financial mobilization					
Alignment with National Outcomes: An Efficient, Competitive and Responsive Economic Infrastructure Network					
National Development Plan: Improving education, innovation and training					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
		enter into MOU with DAFF on project rebirth.			

LEGAL SERVICES

IDP Strategy: Effective management of Council business					
Alignment with National Outcomes: An efficient, effective and development orientated public service & empowered, fair and inclusive citizenship.					
National Development Plan: Building a capable state					
4 year programme/ Projects	Baseline	Target	Indicator	Estimated Annual budget	Delivery agenda 2014/15
Effective secretarial services to Council, Mayoral and other Committee meetings	95% quality agendas and minutes.	100% Quality Agendas, legal services and minutes.	QualityAgendas, Minutes and Legal Services to Council and Administration.	R 134 000 (payment copy charges for copying of agendas and other documents).	Quality secretarial support and legal support to Council, Mayoral Committee and other committees of Council.
Re-engineering the effective management of Council business	90% effective and efficient legal support and contract management.	90% legal services rendered.	Effective contract management system in place.	R2.000.000.00	Ensure compliance with all applicable legislation and various legal prescripts.
Revitalization and improvement of effective records management applications to compete with the best	98% efficiency in operations on effective records management systems throughout Council.	98% efficiency in the management of Council Records and records repositories.	Records management applications assessed and reviewed.	Opex	Assess and review compliance on records management applications.
Effective and effective coordination of the IGR Records Management Forum with the locals	90% effective IGR Records Forum	100% effective IGR Records Forum	District-wide efficiency in Records Management	Opex	In loco inspections on all authorized filing rooms and reporting thereon
					Adherence to the NARS and other applicable pieces of legislation
					Maintain professional at services and convenience to all end-user Clusters at optimum levels

COMMUNITY SERVICES

HERITAGE

IDP Strategy: Provide an integrated support in ensuring that communities are safe and secure					
Alignment with National Outcomes: An efficient, competitive and responsive economic infrastructure network.					
National Development Plan: All people in South Africa are and feel safe					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Preserve the heritage and museums of our region, including promotion of	Council Approved Heritage Turnaround Strategy for Regional Heritage	Improved quality of life and development of all heritage resources in the	Number of commemorative events hosted	Opex	Host commemorative events in partnership with other spheres of government.



IDP Strategy: Provide an integrated support in ensuring that communities are safe and secure					
Alignment with National Outcomes: An efficient, competitive and responsive economic infrastructure network.					
National Development Plan: All people in South Africa are and feel safe					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
national and provincial commemorative days.	resources	communities of Sedibeng.			
	Council approved Geographical Name Change Policy developed and a GNC committee is being established	Facilitate name change processes	No. name changes applications approved by ministers	<i>Opex</i>	Facilitate the establishment process of a RGNC

SPORTS, RECREATION, ARTS AND CULTURE

IDP Strategy: Provide an integrated support in ensuring that communities are safe and secure					
Alignment with National Outcomes: An efficient, competitive and responsive economic infrastructure network.					
National Development Plan: All people in South Africa are and feel safe					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Support sport, arts and culture programmes	Gauteng SACR MOA and Sports plan	Enhanced and an active participation of communities in sport, arts and culture programs	No. of sports, arts and culture programmes supported	<i>Opex</i>	Support sports, arts and cultural programmes by developing the eleven sporting codes identified as priority for Gauteng (e.g, Boxing, netball and football e.t.c) Assist the sports council in consolidating the development of netball, boxing and mix marshal art
	Existing Regional Craft Hub	Strengthen Sharpeville Regional Craft Hub	Signed off Regional Craft Hub Reports	<i>Opex</i>	Strengthen Regional Craft Hub Setup a secondary craft Hub in Evaton for glass beads and the creation of memorabilia Refurbish and develop Mphatlalatsane precinct

COMMUNITY SAFETY

IDP Strategy: Provide integrated support in ensuring that communities are safe and secure					
Alignment with National Outcomes: All people in South Africa are and feel safe.					
National Development Plan: Building Safer Communities					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Upgrading of CCTV Street Surveillance System	Old CCTV Street Surveillance System & Optic Fibre network in the region	Increased CCTV Street Surveillance System coverage in the region.	Upgraded and functional CCTV Surveillance System	Opex	Render CCTV maintenance and repairs service
Review and implement the Community Safety Strategy	2007/2008 - Community Safety Plan	Improved community & neighborhood policing,	Council approved Community Safety Strategy	Opex	Implement and support Community Safety Programmes
Promote compliance to relevant Legislative Framework on	Out-dated Events Management Policy	Improved stakeholder knowledge and compliance to the Safety at	Number of stakeholders participated	Opex	Review and enhance a Regional Standard Operating Procedure on Events Safety and Security Planning and



IDP Strategy: Provide integrated support in ensuring that communities are safe and secure					
Alignment with National Outcomes: All people in South Africa are and feel safe.					
National Development Plan: Building Safer Communities					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Sports and Recreational Events planning and hosting.		Sports and Recreational Events Act 02 of 2010			Management
Effective and functional Community Safety Forum		Improved stakeholder relations	Number of CSF meetings held	Opex	Strengthen and monitor Community Safety Forum activities

HEALTH AND SOCIAL DEVELOPMENT

IDP Strategy: Promote Efficient delivery of primary health services					
Alignment with National Outcomes: A long and healthy life for all South Africans.					
National Development Plan: Promoting Health					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Promote efficient delivery of Primary Health Care Services	District Health Council functioning	4 District Health Council activities	Number of DHC meetings held	Opex	Ensure a functional DHC
		2 health programmes supported	Number of programmes supported	Opex	Support health programmes in accordance with available budget
Promote Social Development of our Communities	Gender policy and Strategy adopted	2 programmes	Number of programmes facilitated	R30 000.00	Women Entrepreneur capacity building on Human trafficking campaign
	Early Childhood development policy	2ECD programmes	Number of ECD programmes supported	Opex	Support the implementation of the ECD Policy
	Database on PWDs -Forum on PWD established	2 PWDs programmes	Number of of programmes supported	R30 000.00	Facilitate capacity building programme for PWD
Promote Social Development of our communities	Programme of Action for Ex-Combatants	2 programmes	Number of programmes supported	R40 000.00	Support ex-combatant forum capacity building as per National Programme
	Youth Development Policy adopted	3 Programmes	Number of youth programmes supported	R40 000.00	Facilitate the implementation of youth development programmes
	Bursary Policy adopted	29 Students	Number of students assisted	R471 000.00	Facilitate student financial support programme.

HIV and AIDS

IDP Strategy: Facilitate and coordinate internal and external HIV&AIDS and TB mainstreaming					
Alignment with National Outcomes: Along and Healthy life for all South Africans					
National Development Plan: Promoting Health					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15



IDP Strategy: Facilitate and coordinate internal and external HIV&AIDS and TB mainstreaming					
Alignment with National Outcomes: Along and Healthy life for all South Africans					
National Development Plan: Promoting Health					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Facilitate the implementation, monitoring and evaluation of Ward-Based-oriented HIV&AIDS and TB programmes	District HIV&AIDS/STI & TB 2007-2017 Strategy	All the wards implement HIV&AIDS & TB programmes	Number of wards implementing HIV&AIDS & TB programmes	Opex	Implement Ward based HIV&AIDS & TB programmes
	600 000 people have been reached through door to door campaigns (cumulatively)	850,000 people-sessions (cumulatively)	Number of people reached per month	Opex	Ward based door-to-door HIV prevention education programme with referrals and follow-ups, prioritizing informal settlements, rural and urban areas.
	350 000 people have utilised HCT services (cumulatively)	300 000 people know their HIV status (cumulatively)	Number of people testing per month	Opex	Facilitate, coordinate and monitor increase in HCT uptake and coverage
Protect human rights of people living with HIV/TB, and OVCs to reduce discrimination and increase effective utilisation of services	National Strategic Plan 2012-201	6 000 employees reached across the region (world of work)	Number of employees reached stigma and discrimination campaigns	Opex	Monitor the work place programmes Mobilize ward-based stigma and discrimination campaigns
	National Strategic Plan 2012-2016	4 campaigns	Number of community campaigns conducted	Opex	
Conduct monitoring, research and surveillance	District and Local Municipalities AIDS Councils established	4 AIDS Council meetings	Number of meetings	Opex	Facilitate AIDS Council meetings
	10 Gov. Departments participate in HIV&AIDS programmes IGR Act	10 government departments participate in HIV&AIDS programmes	Number of plans and reports submitted by government departments	Opex	

DISASTER MANAGEMENT DIRECTORATE

IDP Strategic Objective Optimal performance of Disaster Management					
IDP Key Performance Area: Releasing Human Potential					
Alignment with National Outcomes: A long and healthy life for all South Africans					
Alignment with National Outcomes: Create a better South Africa and contribute to a better and safer Africa and World					
4 year programme/ Projects	Baseline	Target	Indicator	Total Estimated Annual Budget	Delivery agenda 2014/15
Establish a Public Information & Education Relations (PIER unit) through the utilization of the retained EMS staff for running of disaster awareness campaigns.	Ad-hoc utilization of the volunteering Emergency Communication Centre personnel and 1 retained EMS official	Functional PIER unit	Functional PIER unit	Opex	Facilitate functional PIER unit



IDP Strategic Objective Optimal performance of Disaster Management					
IDP Key Performance Area: Releasing Human Potential					
Alignment with National Outcomes: A long and healthy life for all South Africans					
Alignment with National Outcomes: Create a better South Africa and contribute to a better and safer Africa and World					
4 year programme/ Projects	Baseline	Target	Indicator	Total Estimated Annual Budget	Delivery agenda 2014/15
Implementation of Public Awareness and Education programs in Disaster Management	4 disaster awareness programmes implemented in the previous financial year	Implemented Public Awareness and Education programs in Disaster Management ((20 programs)	Number of public awareness and Education programs in Disaster Management implemented	Opex	Implement 4 public awareness and Education programs.
Review and Update Disaster Management Plan (DMP).	Disaster Management Plan reviewed and adopted by council.	Annual reviewal of the Sedibeng Disaster Management Plan	Reviewed and signed-off Disaster Management Plan (by HOC).	Opex	Review and update the Disaster Management Plan.
Ensure skilled and developed local firefighting workforce through training	5 Emfulenifire fighting officials trained in Public Information & Education and Relations program (PIER)	Skilled and developed local fire fighting workforce through training. (20 officials).	Number of skilled and trained local fire fightingworkforce	Opex	Skilled and developed fire fighting workforce.

IDP KEY PERFORMANCE AREA: Good and financially sustainable governance;*through building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.*

FINANCE

IDP Strategy: Improve municipal financial and administrative capability					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state					
- Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Interventions to promote appropriate cost structure	0%	Develop, approve and implement a Long Term Financial Plan with analysis on forecasting towards Metro status Develop and implement cost-reflective tariff models across region that is contra-inflationary	Implement, monitor and review the financial plan	R 1,2million (subject to Transition Grant allocation from MEC / NT)	Review of the regional tariff and funding model towards migration processes of Metro Governance model
Budget aligned with MTSF and developmental growth path aims	80%	Ensure that the budget is aligned to IDP, National and Provincial objectives	Develop and implement budget analysis mechanisms for the annual IDP	Opex	Expand monthly internal processes that verify and support credible financial reporting that align with the SDBIP
Publishing 3-Yr MTREF with Capex projections.	95%	Approved budget in line with MTREF	Annual approved budget	Opex	Continuous performance monitoring, reporting and review;



IDP Strategy: Improve municipal financial and administrative capability					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state - Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Maintain and improve audit outcomes of the municipality	95%	Clean Audit status	Achieve clean audit by 2014	Opex	Enhance processes to ensure adequate review of financial statements to prevent material misstatements, maintaining clean audit status;
Reduce municipal debt	80%	Effective and efficient credit control policy	% recovery of outstanding debt	Opex	Ensure firmer internal controls to respond to internal audit reports and recommendations more effectively
Reduce municipal overspending on operational expenditure	80%	Implementation of cost reduction measures and effective budget management controls	% decrease on operational budget overspending	Opex	Firmer internal controls to respond to internal audit reports and recommendations more effectively;
Reduce municipal underspending on capital expenditure	80%	Implementation of effective budget management controls	% decrease on capital budget underspending	Capex	Conduct risk assessment of asset base to identify areas requiring improvement in municipal financial and administrative efficiency;
Increase municipal spending on repairs and maintenance	80%	Implementation of effective budget management controls	% decrease on R&M budget underspending	Opex	Conduct risk assessment of asset base to identify areas requiring improvement in municipal financial and administrative efficiency;
Support access to non- core basic services through improved administrative practices	50%	Improve municipal financial and administrative capacity by implementing MFMA minimum competency regulations and acting against incompetence and corruption	% of MFMA minimum competency regulations implemented	Opex	Review of skills set of Finance cluster to determine level of capacity towards migration processes of Metro Governance model together with capacitation and development goals in alignment with MFMA Minimum Competency Regulations
IDP Strategy: Intensify Grant funding to support programmes					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state- Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Create an enabling environment for investment	0%	Streamline funding application processes	Number of sources of funding researched and recommended	Opex	Review of the regional tariff and funding model towards migration processes of Metro Governance model
IDP Strategy: Improve municipal financial and administrative capability					
Alignment with National Outcomes: Credibility and transparency of supply chain management					
National Development Plan: Building a capable state - Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Develop and implement SDM's Procurement Strategy to promote Local BEE suppliers	40 %	Promote Local BEE suppliers and SMME's in the region through procurement	Increase in number of sustainable SMME's in the region	Opex	Promote Local BEE suppliers and SMME's in the region through procurement spend



IDP Strategy: Improve municipal financial and administrative capability					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state - Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
SMME's		spend			
Develop and implement f an integrated supply chain model with the locals.	10%	Fully integrated supply chain model with Locals	Number of supply chain management systems aligned	R2.8 million (cost of implementation in 2012/2013) Opex	The Integrated SCM Model with local municipalities has been developed however, implementation is subject to the Transition to Metro Governance Model processes to be undertaken in 2015/2016
Coordinate and implement the Procurement Finance Scheme for SMME's	0%	Implementation of Financial scheme for SMME's	Number of Financial support schemes for SMME's negotiated and confirmed	Opex	Implementation of Financial scheme for SMME's
IDP Strategy: Intensify Grant funding to support programmes					
Alignment with National Outcomes: Credibility and transparency of supply chain management					
National Development Plan: Building a capable state- Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Promote and maintain good corporate governance	70%	Simplified SCM Policy and Procedures; Appropriate delegations and segregation of duties; Audit trail of procurement processes	% compliance with legislative requirements	OPEX	Ensure Simplified SCM Policy and Procedures; Appropriate delegations and segregation of duties and Audit trail of procurement processes
Ensure value for money when procuring	70%	Implement optimal processes that are clear and unambiguous. Setting of requirements that manage contracts and suppliers effectively	% of processes developed to set requirements for contract management	OPEX	Continued implementation of optimal processes that are clear and unambiguous. Setting of requirements that manage contracts and suppliers effectively
SCM an enabler to achieve strategic objectives in the IDP	80%	Budgeting adequately to facilitate responsive SCM processes	% of resources allocated towards implementing SCM processes	OPEX	Implementation of procurement plan; develop internal mechanisms to align procurement plan to budget

OFFICE OF THE MUNICIPAL MANAGER

MUNICIPAL SYSTEMS

IDP Strategy: Qualitative, transparent and reliable performance management system in the Sedibeng District Municipality					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state - Fighting corruption and enhancing accountability					
4 year	Baseline	One year	Indicator	Total	Delivery agenda



programme/ Projects		target		estimated budget	2014/15
Ensure qualitative, transparent and reliable performance management system in the Sedibeng District Municipality.	50% Established and operational electronic Performance Management System.	Established and operational e-Performance Management System across 9 levels.	100% Established and operational e-Performance Management System across 9 levels.	R1 000 000	Establish and operationalize e-Performance Management System across 9 levels.
	Developed Performance Management Framework and Policy	Review Performance Management Framework and Policy	Reviewed and approved Performance Management Framework and Policy		Review Performance Management Framework and Policy
	Developed and approved Service Delivery & Budget Implementation Plan 2012/13.	Developed and approved Service Delivery & Budget Implementation Plan 2013/14.	Developed and approved Service Delivery & Budget Implementation Plan 2013/14.		Consolidate and table for approval the Service Delivery & Budget Implementation Plan 2014/15.
	Quality assured, approved and submitted Reports as per legislative requirements - Quarterly Reports, Mid-year Report, and Annual Report.	Quality assured, approved and submitted Reports as per legislative requirements – 4 Quarterly Reports, Mid-year and Annual Reports.	Quality assured, approved and submitted Reports as per legislative requirements – 4 Quarterly Reports, Mid-year and Annual Reports.		Quality assure all reports, and submit for audit and approval as per legislative requirements – i.e. Quarterly Reports, Mid-year and Annual Report.

GROWTH AND DEVELOPMENT STRATEGY AND INTEGRATED DEVELOPMENT PLAN

IDP Strategy: Monitor the Growth and Development Strategy and the Review IDP					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state- Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Monitor the implementation of Second Generation GDS	Second Generation SGDS	Progress Report on the implementation of the 2 nd Generation GDS	Second Generation GDS report submitted	Opex	Consolidate Progress Report on the implementation of the 2 nd Generation GDS
Develop the IDP 2012 – 17 with Annual Reviews	2013/14 Approved IDP	Submit IDP Review 2014/15	Approved IDP 2014/15	Opex	Undertake IDP review and submit for approval the 2014/15 IDP.
	2013/14 Approved Process Plan	Submit IDP Process Plan 2014/15	Approved IDP Process plan 2014/15	Opex	Develop the IDP Process Plan 2014/15.
	2013/14 Approved Process Plan	Implement the approved IDP Process Plan	Implemented 2014/15 IDP Process Plan	Opex	Implement the approved IDP Process Plan

INTERGOVERNMENTAL RELATIONS

IDP Strategy: Coordinate and Promote high level of Corporate Governance					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state- Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Development of Inter-governmental Relations Strategic	Operational IGR Structures: 2 Joint Municipal Manager's meetings.	4 Joint Municipal Manager's meetings convened.	4 Joint Municipal Manager's meetings convened and	R500 000	Convene 4 Joint Municipal Manager's meetings.



IDP Strategy: Coordinate and Promote high level of Corporate Governance					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state- Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Programmes			reports presented.		
	SDM IGR structures meetings.	Consolidated reports on all SDM IGR structures on quarterly basis	4 Consolidated reports on all SDM IGR structures.		Consolidate reports on all SDM IGR structures on quarterly
	1 District-wide IGR workshop conducted.	1 District wide IGR workshop conducted and report1 presented.	1 District wide IGR workshop1 conducted and report presented.		Coordinate 1 District-wide IGR workshop.
Promote inter-municipal learning relationships	2 Inter-municipal learning tours undertaken.	2 Inter-municipal learning tours undertaken.	2 Inter-municipal learning tours undertaken.	150 000	Coordinate 2 Inter-municipal learning tours.

RISK MANAGEMENT

IDP Strategy: Ensure High Level of Corporate Governance through the implementation of the Internal Audit Plans					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state- Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Implementation of the Enterprise Risk Management Programmes	Approved SDM Enterprise Risk Management Framework and policy.	Implementation of the Enterprise Risk Management Programmes	Reviewed and approved SDM Enterprise Risk Management Framework and policy.	R1 000 000	Review and submit for approval the SDM Enterprise Risk Management Framework and policy.
			Reviewed and approved Risk Management Process Plan		Review and submit for approval the Risk Management Process Plan
	Risk registers (Operational and Strategic) 2012/13	Implementation of the Risk Registers.	Reviewed and approved Risk Registers.		Review and submit for approval the Risk Registers (Operational and Strategic) .
	Fraud and corruption incidents register	Implementation of an Anti-fraud and Corruption Plan	Updated database of fraud and corruption incidents register.		Finalise the Anti-fraud and Corruption Plan. Update database of fraud and corruption incidents register.
Annually reviewed and approved Business Recovery Plan.	Lack of Business Recovery Plan	Development of Business Recovery Plan	Approved Business Recovery Plan	500 000	Review and submit for approval the Business Recovery Plan

INTERNAL AUDITING

IDP Strategy: Ensure High Level of Corporate Governance through the implementation of the Internal Audit Plans					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state - Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15



IDP Strategy: Ensure High Level of Corporate Governance through the implementation of the Internal Audit Plans					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state - Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
3 Year rolling Audit Plan	3 Year rolling Audit Plan	The implementation of the Annual Internal Auditing Plan.	Developed risk-based internal audit plans, 3 year plan and annual plan, and their approval by the Audit Committee and Council.	R3 400 000	The development and implementation of the Risk-based Annual Internal Auditing Plan, and submission to the Audit Committee and Council.
		Quality assurance for effective internal control systems.	Total implementation of the approved annual internal audit plan.		Implementation of the approved risk-based annual internal audit plan.
Conduct ad-hoc audits.	All ad-hoc audits conducted	All ad-hoc audits conducted	Total ad-hoc audits conducted		Conduct all ad-hoc audits
Coordination of the Audit Committee	4 Coordinated Audit Committee meetings	Coordinated Audit Committee meetings on quarterly basis.	4 Coordinated Audit Committee meetings		Coordinate all Audit Committee meetings.

IDP KEY PERFORMANCE AREA: Deepening democracy; *through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom. To promote more active community participation in local government, including further strengthening the voice of communities and making sure that community based structures such as ward committees, police forums, school governing bodies are legislatively supported to function effectively.*

POLITICAL MANAGEMENT TEAM

OFFICE OF THE EXECUTIVE MAYOR

IDP Strategy: Promote High Level of Intergovernmental Cooperation and Coordination					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Single Authority programme	Application and approval of the Metro System of Governance to and by the MDB	Set up transitional systems for the establishment of the Vaal River City	District-wide Mayoral Committee Lekgotla District-wide IDP Lekgotla Joint-Mayors Forum	Opex	Set up systems for the establishment of the Metro.
Implementation of monitoring, evaluation and Reporting systems	Mayoral Committee, Joint Executive Mayors, Joint Mayoral Committee and one on one meetings	Number of Strategic and Political forums	Number of Strategic and Political forums held	Opex	Monitor and evaluate the performance of Council and enhance accountability.
Strategic Communications and Stakeholders Management	Communications Strategy, Draft Public participation	Feedback, report back and consultation to the general Public	Hold quarterly Public and stakeholder Meetings	Opex	Promote active citizen participation



IDP Strategy: Promote High Level of Intergovernmental Cooperation and Coordination					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
	framework				
Investor Relations programme	Mayoral Investment Council and Sedibeng United Business Forum are established and fully functional	Increased investment in the Region	Number of visits/meetings to local industry and international investor visits	Opex	Coordinate the Mayoral Investment Council and the Sedibeng United Business Forum Programmes.

OFFICE OF THE CHIEF WHIP

IDP Strategy: Strengthening Oversight and Accountability					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state- Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
Service Delivery Quality and Access	Operating in silos, no proper alignment between District, Locals and other spheres of government	Build single local government System	Integrated and inclusive planning for the district	OPEX	An effective and well-coordinated model towards building single local government System
Single window of coordination	Intergovernmental Protocol Framework in place for the District and its locals	Build single local government System	Strengthened IGR structures district wide towards Metro through District Wide Caucuses and Whipperry Retreats	OPEX	Well co-ordinated IGR for the entire district towards Metro through District Wide Caucuses and WhipperryLekgotla
Strengthen Oversight and Accountability	Ineffective functioning of study groups	Effective functioning of study groups	Well co- Coordinated and structured study groups	OPEX	Improved and well-coordinated study Groups
	Ineffective coordination of Whipperry	Effective coordination of Whipperry	Well-coordinated Whipperry	OPEX	Well-coordinated Whipperry
	Ineffective coordination of Caucuses	Effective functioning of caucuses	Well-coordinated caucuses	OPEX	Well-coordinated caucuses
	Ineffective coordination of Councilors Capacity Building and Training programs	Effective coordination of Councilors Capacity Building and Training Workshops	Well-coordinated Workshops	R 154 000	Well-coordinated Councilors Training Workshops
	Ineffective coordination of caucuses strategic retreat	Effective coordination of caucus strategic retreat	Well-coordinated caucuses strategic retreat	R 787 000	Improved and well-coordinated caucuses strategic and Lekgotla retreats
	Adhoc Reports to Caucus	Quarterly reports to the party on the implementation of	Midyear and Annual Progress	OPEX	Consistent and progressive quarterly reports to the Caucus on the implementation of the



IDP Strategy: Strengthening Oversight and Accountability					
Alignment with National Outcomes: A responsive, accountable, effective and efficient local government system					
National Development Plan: Building a capable state- Fighting corruption and enhancing accountability					
4 year programme/ Projects	Baseline	One year target	Indicator	Total estimated budget	Delivery agenda 2014/15
		the manifesto	Report on the implementation of the party manifesto		manifesto

OFFICE OF THE SPEAKER

IDP Strategic Objective: The pursuit of efficient, accountable, co-operative governance.					
Alignment with National Outcomes: A Responsive, accountable, effective and efficient local government system					
National Development Plan: building a capable state					
4 year Programme/Projects	Baseline	Target	Indicator	Estimated Annual budget	Delivery agenda 2014/15
Single window of coordination	Coordinated support and monitoring the intervention of province in municipalities	Ensure provincial programmes targeted at municipalities are fully implemented	Improved performance of local legislatures	R100 000	Well coordinated and effective monitoring of the provincial programs/SALGA notices by the municipality
	Ineffective coordination of council sitting throughout the district	Four sittings of Council meetings	Four planned sittings of Council meetings convened	R280,000.00	Proper coordination of Council business.
	Various training and Capacity building programmes for Councillors	Empowerment of all Councillors especially Women Councillors	Number of trainings convened and attended by councilors	60.000	Proper coordination of Councillors training and development needs.
	Ineffective functioning of section 79 committees	Effective functioning of section 79 committees	Number of section 79 committee meetings convened	R60 ,000.00	Well-coordinated and structured section 79 committees
Strengthen Oversight and Accountability	Poor coordination of MPAC throughout the district.	Ensure effective functioning of the Municipal Public Accounts Committee (MPAC)	Number of meetings convened and reports tabled to council	R300 000	Fully functional MPAC

EXTERNAL COMMUNICATIONS

IDP Key Performance Area: Deepening Democracy					
IDP Strategic Objective: Improving stakeholder relations through public participation					
Alignment with National Outcomes: A Responsive, accountable, effective and efficient local government system					
4 year programme/ Projects	Baseline	Target	Indicator	Estimated Annual Budget	Delivery agenda 2014/15
MEDIA RELATIONS					
Develop a Communications Strategy	Outdated Communications Strategy	A fully functional and operational Communications Strategy	Communications Strategy in place	OPEX	Update annual communication strategy



IDP Key Performance Area: Deepening Democracy					
IDP Strategic Objective: Improving stakeholder relations through public participation					
Alignment with National Outcomes: A Responsive, accountable, effective and efficient local government system					
4 year programme/ Projects	Baseline	Target	Indicator	Estimated Annual Budget	Delivery agenda 2014/15
MEDIA RELATIONS					
Develop a New CMS (Content Management System) based Sedibeng Website	The SDM Website needs to be easier to update for identified users Phase 1 (Testing) Completed	New dynamic easily updatable website	A new SDM Website in CMS format	OPEX	Embark on the second phase of the CMS
Develop Brochure for GDS2	Summary of the GDS 2 brochure	Completed Brochure	A completed & distributed GDS 2 Brochure	R 20,000	Multimedia duplication of GDS 2, to be used as one of the corporate gifts
Development of an SDM Newsletter (<i>SediNews</i>)	Quarterly newsletter	Produce SDM Newsletter with a vision of developing a standalone newspaper	SDM Newsletters every quarter	OPEX R 120,000	Quarterly development, print and distribution of SDM Newsletter to public events and places
Media Monitoring Services	Daily media monitoring services	Ensure monitoring of public and other stakeholders' perception & response on our functions	Monitoring of our engagement in the media and public	R 30, 000	Facilitate feedback on media monitoring and submission of quarterly reports to Council
EVENTS, BRANDING AND MARKETING					
Commemorative, Service Delivery & Other Events	The SDM hosts commemorative, service delivery & other events are held regular	Improve public participation in our service delivery programmes	Properly marketed and communicated programmes to the public	R 3, 000, 000	Facilitate Events coordinating committee meetings in preparation for the upcoming events
Develop a Marketing and Branding Strategy - "Towards a Vaal Metropolitan River City"	No Strategy as this is a new concept	Adopted and Implementation Marketing and Branding Strategy of Towards a Vaal Metropolitan River City	Submitted Marketing and branding strategy specifications	R 250,000	Facilitate the development of this strategy, which will be incorporated with the Branding and Marketing strategy
Update the Events Management policy	Draft Events Management Policy	Adherence to the SDM Events Management Policy	Approved Events Management Policy	OPEX	Implementation of the Events Management Policy
Finalize a SDM Corporate Identity Manual	Adopted CI Manual	Proper usage of the SDM Corporate brand	Approved SDM CI Manual	OPEX	Implementation of the Corporate Identity Manual
STAKEHOLDER RELATIONS					
Develop a Stakeholder Relations Strategy	Adopted Stakeholder Relations Strategy	A fully functional and relevant Stakeholder Strategy	Stakeholder Relations Strategy in place	OPEX	Implementation of the Stakeholder Relations strategy
District Communications Forum Meetings	Currently held on a monthly basis	12 DCF Meetings	Monthly DCF Meetings	OPEX	Facilitate the District Communications forum meetings
Develop a Stakeholder Database	Uncoordinated Stakeholder Database	An updated Stakeholder Database	A functional, updated Stakeholder Database	OPEX	Segmentation and regular update of the stakeholder database

CHAPTER 06:

BUDGET

BUDGET**LEGISLATION:**

The budget has been drawn up in line with the MFMA, Act 56 of 2003 (Chapter 4) and the MFMA: Municipal Budgeting and Reporting Regulations 2009 which inter alia state:

"The council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year."

BACKGROUND:

The Annual Budget is strategically aligned to the IDP 2014/2015(as revised) and provides the financial framework to the strategic objectives and targets. In order to deliver a budget which conforms to the key objectives and strategies of the Sedibeng District Municipality the Finance Cluster had met individually with the ED's and HODs (or their duly delegated representatives) of all Clusters after their respective consultations with their relevant MMC's.

As a result of the limited resources as determined by National Treasury by means of the equitable share allocation the budget had to be drawn up within those constraints. During the 2014/2015 budget process, Clusters were tasked to provide their budgetary requests as per their needs analysis and within their pre-determined indicative allocation and in alignment to IDP key performance areas. Incremental based budgeting was only used for expenses which have existing obligations, such as employee-related costs.

The budget was compiled based on a trend analysis taking into consideration the expected revenue to realise in the 2014/15 financial year. Contractual obligations such as salaries and contracted services were first determined whereby general expenses were reduced in order to obtain a balanced budget where no reserve funds will be utilised for operational and/or capital purposes.

As economic uncertainty continues throughout the country, it is imperative that we take a conservative approach to the budget in order to give financial stability and start building financial reserves for the municipality. Controlling municipal spending by spending less than the municipal takes in, demonstrates a commitment to common-sense budgeting and economic health that Sedibeng District Municipality deserve.

The reporting requirements of this draft budget are disclosed in terms of MFMA circulars 48, 51, 54, 55, 58, 66, 67 and 70as well as Municipal Budget and Reporting Regulations.

The following Annexures are attached:

Annexure "A"	Budget Summary
Annexure "B"	Budgeted Financial Performance by classification
Annexure "C"	Budgeted Financial Performance by vote (cluster)
Annexure "D"	Budgeted Capital Expenditure
Annexure "E"	Budgeted Financial Performance – revenue & expenditure
Annexure "F"	Tariff of Charges

BUDGET ALLOCATION:

Financing of operating activities:

The budget on financial performance (previously income and expenditure statement) has been drawn up on the GRAP (Generally Recognised Accounting Practices) principles of accounting where provision for depreciation has been taken into account.

The following should be noted:

Indicative Macroeconomic Forecasts:

Municipalities are expected to levy their tariffs taking into account their local economic conditions, affordability levels and remain broadly in line with macro-economic policy. Municipalities must also take account the policy and recent developments in government sectors relevant to their local communities. Tariff increases must be thoroughly substantiated in the municipal budget documentation for consultation with the community.

<i>Fiscal year</i>	<i>2011/12 Actual</i>	<i>2012/13 Estimate</i>	<i>2013/14 Forecast</i>	<i>2014/15 Forecast</i>	<i>2015/16 & 2016/17 Forecast</i>
<i>CPI Inflation</i>	5.7%	5.9%	5.6%	5.4%	5.4%

Source: MFMA Circular 70

Transfers to Municipalities:

Section 214 of the Constitution provides for national government to transfer resources to municipalities in terms of the Division of Revenue Act (DoRA) to assist them in exercising their powers and performing their functions. Transfers to municipalities from national government are supplemented with transfers from provincial government.

The two spheres of government must gazette these allocations as part of the budget implementation process. The DoRA (and Section 37 of the MFMA) further requires transfers between district and local municipalities to be made transparent and reflected in the budgets of both transferring and receiving municipalities.

The Municipal Council were requested to ensure that the 2014/2015 performance contracts of their municipal managers, as well as those of senior officials, reflect, among other key performance areas, the above responsibilities and accountabilities.

<i>National Allocation as per DORA Bill, Government Gazette No. 37337 of 21 February 2014</i>	2014/2015 Allocation R'000	2015/2016 Forward Estimate R'000	2016/2017 Forward Estimate R'000
EQUITABLE SHARE	239,539	245,811	250,937
Local Government Financial Management Grant	1,250	1,250	1,300
Municipal Systems Improvement Grant	934	967	1,018
Extended Public Works Programme Integrated Grant	1,000	0	0
Neighborhood Development Partnership Grant (Capital Grant)	1,365	0	0



<i>Provincial Allocation as per MFMA 35(c,d), 36(2)</i> <i>Provincial Gazette No. 56 of 3 March 2014</i>	2014/2015 Allocation R'000	2015/2016 Forward Estimate R'000	2016/2017 Forward Estimate R'000
HIV & AIDS	6,691	7,043	7,416
GDARD	818	818	861

Cognisance must be taken that an unfunded mandate amounting to R38, 5 million is still outstanding. SDM is committed and will continue endeavouring to claim the unfunded total back from the Provincial Department of Health.

Key Legal Provisions to be strictly enforced

All municipalities must prepare budgets, adjustments budgets and in-year reports for the 2014/15 financial year in accordance with the Municipal Budget and Reporting Regulations. In this regard, municipalities must comply with both:

- The formats set out in Schedules A, B and C of the regulations; and
- The relevant attachments to each of the Schedules (the Excel Formats).

All municipalities must do a funding compliance assessment of their 2014/15 budgets in accordance with the guidance given in MFMA Circular 42 and the MFMA Funding Compliance Guideline before tabling their budget, and where necessary rework their budget to comply so that they table a properly funded budget.

The deadline for consideration of approval of the annual budget is 31 May 2014, thirty days before the commencement of the 2014/2015 financial year as per Section (24)(1) of the MFMA.

The deadline for the submission to National Treasury, MEC, DLG, AG and SALGA of approved budgets is ten working days after Council approves the annual budget as per Regulation 18 of the MFMA: Municipal Budget and Reporting Regulations 2009.

Public Participation:

The annual operating and capital budget 2014/2015 as tabled at Council March 2014 was subjected to public participation processes. The tabled document was made public and submitted to National and Provincial Treasuries and invitation for comments was made in terms of Section 22 of the MFMA.

The Budget Office confirmed with the IDP Office under the Office of the Municipal Manager that no material amendments were received on the tabled budget after the conclusion of these public participation processes.



Operating Income:

The service charges and rental income have been increased between 8 - 15% in accordance with the guidelines as prescribed by National Treasury.

DESCRIPTION	BUDGET BY SOURCE R'000	BUDGET 14/15 R'000
A. OPERATING REVENUE		
<u>Service Charges</u>		8,789
Fresh Produce Market	8,772	
Heritage (Technorama Sales)	17	
<u>Rental Of Facilities And Equipment</u>		745
Maintenance & Cleaning	555	
Vereeniging Theatre	56	
Mphatlalatsane Theatre	134	
<u>Interest Earned - External Investments</u>		2,199
Finance Cluster - Financial Management	2,199	
<u>Licenses And Permits</u>		69,102
License Services Centre - Support	0	
License Services Centre - Vereeniging	22,717	
License Services Centre - Vanderbijlpark	19,589	
License Services Centre - Meyerton	16,339	
License Services Centre - Heidelberg	9,557	
Air Quality Management	900	
<u>Government Grants And Subsidies</u>		251,597
Finance Cluster - Financial Management (Equitable Share, FMG, MSIG)	241,723	
SPED Cluster - Extended Public Works Programme Integrated Grant	1,000	
SPED Cluster - GDARD	818	
SPED Cluster - Neighbourhood Development Programme Grant	1,365	
Community Services Cluster - HIV & AIDS	6,691	
<u>Revenue From Agency Services</u>		6,740
Corporate Services Cluster - IT Emfuleni	5,623	
Corporate Services Cluster - IT Midvaal	1,117	
<u>Other Revenue (Minor Tariffs)</u>		9,726
Finance Cluster - Financial Management & Tender Income	5,458	
Corporate Services Cluster - Human Resources Administration (SDL)	915	
Telephone Income	273	
Vereeniging Airport (Airfield Fuel and Usage Fees)	3,081	
Total Operating Revenue		348,898

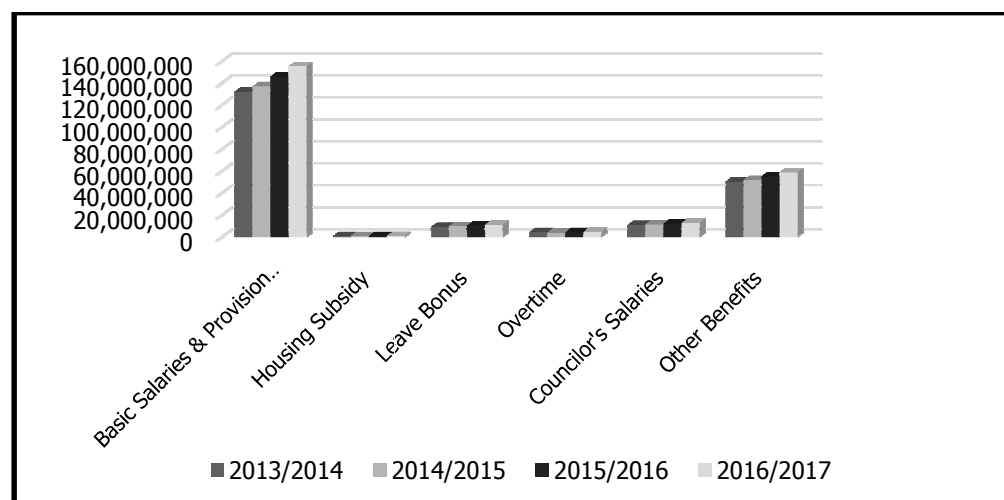
DESCRIPTION	BUDGET 14/15 R'000
<u>B. OPERATING EXPENDITURE</u>	
Employee/Councilor Related Cost	215,341
Bad Or Doubtful Debts	0
Depreciation	26,766
Repair And Maintenance	3,973
Contracted Services	18,553
Grants And Subsidies	1,365
General Expenses	82,859
Provisions	500
Total Operating Expenditure	348,858
Operating Surplus / (Deficit) A - B	40

Employee and Councillor Related costs

Salaries are projected at R215million for the 2014/2015 financial year. The three-year labour salary agreement (SALGA & SALGBC) has been estimated at an increase of 6.8%. No provision for vacancies (new posts and attritions) was made for all Clusters as part of cost-reduction measures.

Council must note that although employee related costs have grown by 6.8%, the provisional equitable share allocation has only grown by 2.9% leaving Council to fund a deficit of 3.9%. This deficit has had to be filled by reducing other operational expenditure, potentially reducing Council's ability to render services but still able to fulfil our coordinating role based on our current human capital.

Attention is drawn to the current trend of the steep growth in employee-related expenditure for the total organisation.



Depreciation:

In accordance with the GRAP principles and standards and the prescription of the approved asset management policy, depreciation on all assets needs to be provided for within the statement of financial performance.

This will allow Council to charge consumers during the useful life of the asset on a proportionate basis and not at the date of acquiring the asset. The amount provided for the 2014/2015 financial year amounts to R27million, which is cash generated and serves as capital replacement reserves to maintain the assets for the outer years of 2015/16 and 2016/17.

Repair and Maintenance:

Repairs and maintenance will be for current buildings occupied by Sedibeng District Council as well as the movable assets on the asset register. An amount of R3, 9 million has been provided. This is a decrease on the 2013/2014 budget which amounts of R4, 4 million.

Repairs and maintenance of Council's assets are allocated as follows:-

REPAIR AND MAINTENANCE	R'000
Buildings Fences & Sites	2,276
Network / Infrastructure	365
Plant Equipment & Furniture	911
Vehicles	420

National Treasury Circular 48 makes reference to repairs and maintenance and renewal backlogs that exist in relation to municipal infrastructure, and based on National Treasury parameters, the repairs and maintenance backlogs were not catered for in the draft 2014/15 MTREF as prescribed by National Treasury due to financial constraints and reduced revenue.

Contracted Services:

Contracted services have been determined by the need for services to be rendered by service providers and taking the current obligations into account.

The top ten user-departments are stated below and the projects relate to:-

CONTRACTED SERVICES	R'000
Internal Security Unit	9,600
Maintenance & Cleaning: (Council buildings)	2,925
Community Safety : (CCTV Maintenance contract)	1,634
Corporate & Legal (Fumigation and Fire Protection for Archives)	182
Licensing Service Center – Support (Drop Safe Deposits and Coin Security contract)	1,258
Utilities (Fresh produce market, Airport & Taxi ranks)	400
IT Sedibeng (IT Systems Maintenance Contracts)	785



Human Resources Administration:(EAP Psychological referrals, trauma debriefing and OHS Compliance Services)	100
Internal Audit	1005
Organizational Performance (ePMS System)	60
Finance Cluster: Supply Chain Management:(Database Verification and Clean-up Project)	176

General Expenses:

The general expenditure budget has been drawn up in order to assist the employees of Council to provide them with the necessary tools to achieve the deliverables as set in the GDS, IDP and SDBIP. The budget has also been drawn up taking into consideration that the main purpose of the District is to plan and co-ordinate, whereas the execution process will be performed at a Local Municipality level. There has been a decrease in general expenditure of 4,9million due to the Equitable share being consumed by the salary increase which is higher than the equitable share by 3,9%.

Council are advised to review training and development costs in terms of the operational and service delivery requirements of Council, and an effort be made immediately to approach the various SETA's to gain grant funding as income before the approval of the final budget for 2014/2015 by Council.

O R Tambo Inter-Municipal Games:

It must be noted by Council that the funding of the operational requirements for the O.R. Tambo Inter-Municipal Games 2014 for the sum of 3,028,947-62 has not been provisioned for as the matter is currently still in the process of being dealt with through the IGR structures of the Executive Mayor's office. Discussions are currently underway with the Executive Mayors and Municipal Managers of the local municipalities within the region as the hosting of the Games is subject to availability of funds at the local municipalities.

Sourcing of Donor and Grant Funding:

In support of the SDM sourcing of donor funding programme, a framework and policy was adopted as initiative that fundamentally serves social economic and infrastructure development objectives of the District as well as that of Provincial Government and the State.

Should additional funding be secured after the approval of the tabled annual budget, it will be dealt with as an adjustment budget item for Council's consideration and approval, in terms of MFMA section 28. Through this framework, MSIG of R934,000 was secured for the 2014/2015 year for the SPED GIS system.

Investment into Capital:

The total Capital investment for 2014/2015 will be R17, 237,736, whereby the full amount will be funded from our internal resources (**See Annexure "D"**). Clusters are encouraged to source grant funding for future capital projects. Donor Funding must also be considered for planned projects as outlined in the IDP to ensure that it is properly funded before the final 2014/15 budget.

Budget Steering Committee:

In terms of the Municipal Budget and Reporting Regulations no. 4, the mayor must establish a *budget steering committee* (Budget Panel) to provide technical assistance to the mayor in discharging his responsibilities as per section 53 MFMA.

The Municipal Manager together with The Chief Financial Officer and the Director: Financial Management & Budgets consulted extensively internally during the drafting of this annual budget and as a result, successfully balanced the capital and operational requirements (CAPEX & OPEX) to the operational resources allocations and were able to present to the Executive Mayor and MMC: Finance with a balanced budget that is aligned to the strategic objectives of Council's IDP as well as conformed to MFMA requirements.

The budget preparation process highlighted several operational issues which the Municipal Manager has since earmarked for closer monitoring of performance for future evaluation and assessment. These would include:-

- Revenue generating abilities or sharing of services with SAPS of CCTV monitoring and surveillance;
- Revenue generating abilities (potential versus existing levels) of the Vereeniging Fresh Produce Market;
- Revenue generating abilities of ambulance despatch service; and
- Operational expenditure versus organisational requirements and resource allocation for internal security.

On matters relating to financial investment activities into maintenance, repair, improvement and additions to property, plant and equipment, it has been recommended under cover of a separate report to Council that a Capex Committee be established with the purpose of compiling capital spend and repairs and maintenance plans as well as regular monitoring and reporting on the performance of the organisation against these plans.

Alignment with Council Strategies

This Budget is aligned to the Reviewed IDP for 2014/2015, the district's GDS-2, Municipal Budget and Reporting regulations GN 32141 as well as circulars 48, 51, 54, 55, 58,66 and 70 of National Treasury.

Financial Implications:

The total estimated operating revenue of	R 348,898,163;
The total estimated operating expenditure of	R 348,857,775;
Resulting in a minor operational surplus of	R 40,388; and
The total estimated Capital Budget of	R17, 237,736.

Section 18 of the MFMA act needs to be adhered to when looking at the budget funding requirements. This section indicates the following:

- "18. (1) *An annual budget may only be funded from—*
- (a) *Realistically anticipated revenues to be collected;*
 - (b) *cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and*
 - (c) *Borrowed funds, but only for the capital budget referred to in section 17(2).*
- (2) *Revenue projections in the budget must be realistic, taking into account—*
- (a) *Projected revenue for the current year based on collection levels to date; and*
 - (b) *Actual revenue collected in previous financial years."*

CHAPTER 07: MAINSTREAMING

MAINSTREAMING

In this section the general deliverables for designated groups namely women, children, youth, and people with disabilities, elderly and ex-combatants are outlined. These are guided by various policies of SDM aimed at benefiting the designated groups. These include the following:

- Youth Development Policy;
- Ex – combatant Policy;
- Gender Policy;
- Pro – poor Policy; and
- Gender Equity Policy. And Employment Equity
- Disability Policies

The general deliverables have been categorised as follows:

Training and job opportunities

- Ensure that training and job opportunities that may arise will target designated groups;
- Continue with looking at regional sewer works for opportunities; EPWP; BnM (people used in demonstrating technique); and greening initiatives (SDM role to assist local labor and communities in getting involved in national and provincial programmes); and
- Greening and cleaning.

Ownership - Facilitate ownership options for designated groups in:

- Urban renewal projects;
- Industrial Waste Exchange Programme;
- Land release; and
- Concrete targets and mechanisms will be set at BBBEE Summit planned for second half of this year.

Poverty alleviation and social development

- Ensure that alternative options are explored including ensuring designated groups are prioritized in the “shack down programme”.

Volunteers - Volunteers from all designated groups should be involved in:

- HIV and Aids programmes;
- Fire prevention (PIER) and Clean Fires Programme;
- Crime prevention; and
- Greening and cleaning.

Within SDM

- Training of community service students in MHS\EHS (within LMs). AQM – will target 2 students per year



Deliverables for Different Designated Groups

IDP Key Performance Area	National Development Plan (NDP Vision 2030)	Alignment with National and Provincial Outcomes	Designated Group	Deliverable Programme
REINVENTING THE ECONOMY	ACHIEVING AND SUSTAINING ECONOMIC GROWTH	<p>Outcome 4: Decent Employment Through Inclusive Growth</p> <p>Outcome 09: A responsive, Accountable, Effective and Efficient Local Government System</p>	Women Youth Ex-Combatants People with disability	<ul style="list-style-type: none"> Identify and assist designated groups in accessing training opportunities related to economic development programmes including co-operatives. Develop leadership programmes for all designated groups Involving designated groups in all programmes of Regional Sewer, EPWP, BNM and Greening. Encourage participation of designated groups in SMME's
RENEWING THE COMMUNITY	TRANSFORMING HUMAN SETTLEMENT	Outcome 08: Sustainable human settlements and improved quality of household life	People with disability Women Youth Ex-Combatants	<ul style="list-style-type: none"> Ensure participation of designated groups in connectivity related projects Ensure that child headed households are accommodated in urban renewal projects; Get involved in all programmes of Regional Sewer, EPWP, BnM, Greening; and
REVIVING A SUSTAINABLE ENVIRONMENT	TRANSITION OF LOW CARBON ECONOMY	Outcome 11: Protection and enhancement of environmental assets and natural resources.	People with disability Women Youth Ex-Combatants	<ul style="list-style-type: none"> Get involved in all programmes of Regional Sewer, EPWP, BasanjengoMagogo and Greening projects. Ensure improved air quality and reduction of dangerous emissions which impact on the health of vulnerable group especially young children (e.g. asthma); Continue environmental awareness programmes



IDP Key Performance Area	National Development Plan (NDP Vision 2030)	Alignment with National and Provincial Outcomes	Designated Group	Deliverable Programme
				aimed at school children;.
REINTEGRATING OUR REGION	POSITIONING SOUTH AFRICA AND THE WORLD	Outcome 06: An efficient, competitive and responsive economic infrastructure network	People with disability Women Youth Ex-Combatants	<ul style="list-style-type: none"> • Ensure that child headed households are accommodated in urban renewal projects; • Facilitate participation of designated groups in transport and environment projects
RELEASING HUMAN POTENTIAL	PROMOTING HEALTH	Outcome 02: Improve Health and Life Expectancy	Elderly People with disability Women Youth Ex-Combatants	<ul style="list-style-type: none"> ▪ Ensure participation of designated groups in Sports, Arts, Culture and other Heritage project ▪ To build resilient communities through Disaster related public awareness and education programs including schools ▪ Support HIV Counseling and Testing (HCT) services at all Community based activities ▪ Advocate against women abuse through men's forum ▪ Encourage men and youth to undergo medical male circumcision ▪ Support Early Childhood Development programmes ▪ Support community based crime prevention programmes
GOOD GOVERNANCE	CREATING A RESPONSIVE AND ACCOUNTABLE PUBLIC SERVICE	Outcome 09: A responsive, Accountable, Effective and Efficient Local Government System	Elderly People with disability Women Youth Ex-Combatants	<p>Ensure community participation in relevant municipal activities for all designated groups</p> <ul style="list-style-type: none"> ▪ Set concrete targets for ownership and empowerment for all designated groups ▪ Facilitate and coordinate leadership programmes for women.

CHAPTER 08: ALIGNMENT

Introduction:

This Section highlights the key Intergovernmental programmes/projects which are jointly done by the local, district municipalities and the Provincial and National Government.

Alignment is the instrument to synthesize and integrate the top-down and bottom-up planning process between different spheres of Government.

The IDP process is guided by various policies and strategies that are developed by National and Provincial government.

A key challenge among the role players in the IDP process is how to achieve alignment between the different development sectors to support municipal planning and development. The IDP is supposed to reflect vertical and horizontal alignment. Horizontal alignment refers to the cooperation and co-planning amongst municipalities. Vertical alignment refers to cooperation, coordination and co-planning between provincial and national sector departments and local municipalities.

The sector departments are required to participate and contribute to the municipal planning process. They also assess the IDP and are supposed to guide the municipalities in aligning their sectoral programmes and budget with their IDPs.

Continuous engagements that are taking place between Sedibeng District Municipality and Provincial Sector Departments from province and national through the Intergovernmental Relations (IGR) assist in achieving joint planning and ensuring proper alignment of plans by government.

The Section on the Sector Plans also ensured that there is a proper alignment between the 12 National Outcomes, National Development Plan (NDP Vision 2030) Sedibeng Growth and Development Strategy 2 and the IDP Strategies. Over and above that there is a list of projects below that are going to be implemented within the Municipality by Province. We also have plans that guide development and ensure effectiveness and efficiency when delivering services to our communities.

Below is the section of Alignment with the Locals and other Spheres of Government but it is still not an exhaustive list. It must be mentioned upfront that, these sections as they appear, still needs some further refinement and clear undertakings through correct platforms.

The IGR structures at the level of Senior Management, that is, Joint Management Committee between the District and the Locals, will have to be convened as part of the Public Participation process to clarify and outline commitments in this regard.

ALIGNMENT WITH SPHERES OF GOVERNMENT AND SECTORS

Outcomes based Approach and EXCO Priorities;

Outcome 09: Outputs

- Differentiated approach to municipal financing, planning and support
- Improving access to basic services
- Implementation of the Community Work Programme (Responsibility of DED)
- Actions supportive of the human settlement outcomes
- Deepen democracy through a refined ward committee model
- Administrative and financial capability.
- Single window of coordination

ALIGNMENT WITH PROVINCIAL PRIORITIES:

OUTCOMES 9 AND 12 OUTPUTS	EXCO PRIORITIES
<ul style="list-style-type: none"> ▪ Administrative and financial capability (6) ▪ Differentiated approach to municipal financing, planning and support (1) ▪ Single window coordination (7) 	<ul style="list-style-type: none"> • Integrated Municipal Performance Assessment mechanisms finalized (M&E) • Implementation of Single Tier Municipalities in the West Rand and Sedibeng

MUNICIPAL INSTITUTIONAL SUPPORT AND CAPACITY BUILDING

Key Performance Areas	National and Provincial Outcomes	National Development Plan (NDP)	Measurable Outputs and/or Deliverables	Sedibeng Specific Programmes 2014/15
Reintegrating the region	An efficient, effective and development orientated public service & empowered, fair and inclusive citizenship.	Improving education, innovation and training	Technical Support and Coordination - Recruitment, Development and retention of critical and scarce skills (Leadership, Finance, Infrastructure)	Lesedi to be supported with hands on support for HR & IDP training/National Support for Midvaal & Emfuleni on Retention and Recruitment
			Technical Support and coordination of key oversight committees (Section 79 and MPAC –functionality)	MPAC members currently completing their portfolios and exams at Regenysis.
			Technical Support and Coordination of targeted education, training and development programmes for Councilors and critical technical , management and leadership levels (HR, PMS, Finance, Infrastructure)	Sedibeng district and local municipalities attending training at DBSA on PMS & IDP. Midvaal identified for SALGA national support on PMS. Emfuleni supported on Employment equity
			Technical Support and Coordination of targeted Councilors training and development (Oversight Bodies, Ward Councilors	Sedibeng an Local municipalities identified for training

MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY

Key Performance Areas	National and Provincial Outcomes	National Development Plan (NDP)	Measurable Outputs and/or Deliverables	Sedibeng Specific Programmes 2014/15
Building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.	A responsive, accountable, effective and efficient local government system	Building a capable state - Fighting corruption and enhancing accountability	Technical Support – deployment of expertise and capacity building in the implementation of Municipal OPCA Plans - (Key Controls, IT, HR, PMS, SCM)	Deployment of 3 Suitably Qualified Accountants in the 3 Local Municipalities Drive and Evaluate the achievement of Unqualified Clean Audits through OPCA PCC Oversight Support- Coordination of Municipal Finance Indaba
			Coordinate and Support - Municipal Viability and Sustainability	Coordinate and Support - Municipal Viability and Sustainability Plan
			Technical Support on the Revenue Value Chain – Credit Control Implementation	Credit Control : Strengthen capacity (Training and Skills Transfers for Officials) through the implementation of the Municipal Debtors Book Model in ELM and LLM Enhance credit control Policies ELM and LLM Implement water restriction devices for Lesedi Implementation of the Government Debtors Strategy
			Sedibeng District supported to develop a Tariff setting model Data cleansing through the implementation nation of the debtors book model Establish a call centre through the debtors book model	

BASIC SERVICE AND INFRASTRUCTURE PLANNING, DEVELOPMENT AND CAPACITY BUILDING

Key Performance Areas	National and Provincial Outcomes	National Development Plan (NDP)	Measurable Outputs and/or Deliverables	Sedibeng Specific Programmes 2014/15
Plan for effective, efficient and sustainable infrastructure for water and sanitation, and provision of electricity.	An efficient, competitive and responsive economic infrastructure network.	Improving Economic Infrastructure	Monitor and support the municipalities to implement MIG Infrastructure projects according to plan and budget	All Sedibeng Municipalities
			Support and monitor adherence of MIG and other projects to Gauteng norms and standards in all new projects	

			8 MISA Engineers providing technical support on business plan compilation, tender evaluation reports, medium and long term infrastructure delivery plans	Lesedi and Emfuleni Local Municipalities
			Mentorship and coaching of staff by MISA Engineers.	
			Coordinate and monitor capacity building initiatives through the Municipal Institution Support Programme.	
			2 Sector plans (Water and Sanitation and Energy/	
			Electricity) analyzed for input into the infrastructure master plans	
			Concept document for the provincial Water Conservation/ Water Demand Management (WC/WDM) Strategy .	One municipality in Sedibeng
			Develop a funding proposal and plan to support the implementation of the service delivery norm and standards.	Provide technical support and monitor the implementation of 3 WWTW (Sebokeng, Meyerton and new Plant – 150ML) upgrades
			Support and monitor the integration of norms and standards in all grant funded projects (MIG, USDG, Human Settlement etc	All Municipalities
			Coordinate and Support - Municipal Viability and Sustainability	
			Technical Support on the Revenue Value Chain – Credit Control Implementation	Credit Control : Strengthen capacity (Training and Skills Transfers for Officials) through the implementation of the Municipal Debtors Book Model in ELM and LLM Enhance credit control Policies ELM and LLM Implement water restriction devices for Lesedi Implementation of the Government Debtors Strategy.
			Technical Support on the Revenue Value Chain – Water and Electricity Demand Management	None (Infrastructure Support)
			Measurable Outputs and/or	Sedibeng Specific

			Deliverables	Programmes 2013/14
			Technical Support on the Revenue Value Chain – Valuation, Billing Meter Management, Customer Care	Sedibeng District supported to develop a Tariff setting model. Data cleansing through the implementation of the debtors book model
				Establish a call centre through the debtors book model
			Technical Support – deployment of expertise and capacity building in the implementation of Municipal OPCA Plans - (Key Controls, IT, HR, PMS, SCM)	Deployment of 3 Suitably Qualified Accountants in the 3 Local Municipalities Drive and Evaluate the achievement of Unqualified Clean Audits through OPCA PCC Oversight Support- Coordination of Municipal Finance Indaba

DISASTER MANAGEMENT AND FIRE & RESCUE SERVICES

Key Performance Areas	National and Provincial Outcomes	National Development Plan (NDP)	Measurable Outputs and/or Deliverables	Sedibeng Specific Programmes 2014/15
Releasing Human Potential	A long and healthy life for all South Africans	Create a better South Africa and contribute to a better and safer Africa and World	Disaster and Fire Service Awareness Campaigns across targeted communities in the five regions of Gauteng.	All the municipalities of Sedibeng All Municipalities in Gauteng
			Winter awareness campaign; International Fire Awareness Week;	All the municipalities of Sedibeng
			United Nations International Strategy for Disaster Risk Reduction (ISDR) week;	All Sedibeng Municipalities with members in the Gauteng Special Operations Response Team
			Pre-summer flood awareness programmes	All Sedibeng Volunteers and other municipalities will be taking part.
			Establishment of an Interim Provincial Disaster Management Nerve Centre.	
			Approved proposal for the establishment of the Provincial Disaster Management Centre	
			Approved Provincial Disaster Management Plan and Framework	
			Approved Response And Relief Plan. Disaster and Fire Service Awareness Campaigns across targeted communities in the five regions of Gauteng. . Winter awareness campaign; . International Fire Awareness Week; . United Nations International Strategy for Disaster Risk Reduction (ISDR) week; . Pre-summer flood awareness programmes;	
			Urban Search and Rescue	



			Training and Exercises for the Gauteng Special Operations Response Team across all municipalities.	
			Disaster management training targeted for volunteers in the municipalities	

MONITORING, EVALUATION AND REPORTING

Key Performance Areas	National and Provincial Outcomes	National Development Plan (NDP)	Measurable Outputs and/or Deliverables	Sedibeng Specific Programmes 2014/15
Deepening democracy	A responsive, accountable, effective and efficient local government system	Building a capable state	Implementation and ongoing consultation on the Planning, Monitoring, Evaluation and Reporting Framework from all Gauteng municipalities and stakeholders (OOP, Presidency, Provincial Treasury, SALGA etc).	All Municipalities in the Sedibeng District area.
			Development of baseline information and performance indicators in line with the Planning, Monitoring, Evaluation and Reporting Framework	
			Initiate and explore automated Performance Management Evaluation & Reporting system in the market.	

GOVERNANCE, IGR AND TRADITIONAL AFFAIRS

Key Performance Areas	National and Provincial Outcomes	National Development Plan (NDP)	Measurable Outputs and/or Deliverables	Sedibeng Specific Programmes 2014/15
Good and financially sustainable governance	A responsive, accountable, effective and efficient local government system	Building a capable state	Technical , Policy and legislative support - Implementation of the Gauteng City Region Concept and Single Tier System	Support the MDB legal MDB process until December 2013. Initiate the transformation process from January 2014-March 2014.
			Technical Support and Coordination of intergovernmental relations	Host MEC and MMC and IGR practitioner forums; support Sedibeng Municipalities to strengthen IGR.
			Training on Geyodi mainstreaming and reporting for municipal officials and politicians responsible for GEYODI	Mentoring Hotline cases and strengthen implementation of the Fraud and Corruptions Strategy.
			Technical support, coordination, monitoring and reporting on Anti-Fraud and Corruption initiatives at local government level	
			Technical Support, coordination, monitoring and reporting on government education and advocacy	

ALIGNMENT BETWEEN THE DISTRICT AND THE LOCAL MUNICIPALITIES

NO	DETAILS	ACTION REQUIRED
1	Youth Centers	Migration by 01 July as per signed agreements
2	Property Transfers	Several facilities not transferred.
3	Civic Precinct	Coordinate plans for future offices across the District.
4	Taxi Ranks	SLA of service providers need to be shared and overlapping areas to be clarified, eg. Local infrastructure such as sewers, drains, water supply.
5	IT Services	Support being provided to Lesedi. ELM Audit issues to be addressed. Prioritization of connectivity in Midvaal between offices.
6	NDPG Unit	Early discussions to ensure a smooth transfer to direct funding to local municipalities.
7	Geographic Name Change Committee establishment	Locals to nominate 3 members per municipality to serve at the District by end March (MMCs SRAC, LED or Planning or GIS Street Committee Representative) to facilitate process

ALIGNMENT WITH THE PROVINCE

NO	DETAILS	ACTION REQUIRED
1.	Fibre Optic Project is a flagship that is way ahead of its schedule and the district has currently put it on hold for the five months from January 2013 due to lack of funds	The Provincial National Finance Departments is requested to provide funding for this flagship project.
2	Credible information for inclusion in all IDPs	Engagement with all departments to confirm information provided or not provided for IDP's
3	Vereeniging Station Upgrade project	Progress timelines required.
4	Vereeniging Renewal	Accelerate 'Old Hospital' project.
5	Heritage Programmes	Align shared heritage programmes

CROSS BORDER ALIGNMENT

NO	DETAILS	ACTION REQUIRED
1	Vaal 21	Work with Fezile Dabi District Municipality to resuscitate programmes around the projects relating to River Front Development. (Include Provincial Governments)
2	Savannah City	Engage with CoJ on the social and economic impacts of Savannah City
3	International Relations	Consolidated Report is required that catalogues all International Relations and establishes the status of these and to programme agreements that exists.

ALIGNMENT WITH NATIONAL

NO	DETAILS	ACTION REQUIRED
1.	Regional Sewer	Implementation of the Sebokeng Sewer Upgrade.
2.	Heritage Programmes	Alignment with National Programmes
3.	Community Works Programme	Intensification of the programme and more recruitment targeting poor wards
4.	Mechanization	More tractors and farming equipment to support emerging farmers and cooperatives

ALIGNMENT WITH LESEDI LOCAL MUNICIPALITY

NO	DETAILS	ACTION REQUIRED
1.	ICT Master System Plan	Platform uniformity for appropriate interface & piggybacking to eliminate duplication - Partnership
2.	LED Strategy specifically REE	Funding, Partnership & Implementation
3.	Human Settlements (Rensburg Ext. 2, Heidelberg Ext. 24, Langzeekoegat etc.	Funding, Partnership & Formalization



4.	Taxi Ranks (Devon, Shalima ridge etc.)	Planning, Funding & Maintenance, alternatively SLAs for the latter.
5.	Alignment of our IDP with the SGDS (Sedibeng)	Ensure that the IDP reflects the pillars of the SGDS as an overarching long-term plan of the district.

	DETAILS	ACTION REQUIRED
1	Mamello Cemetery	Mamello Cemetery to be developed by Sedibeng as Regional Cemetery
2	Spatial Development Framework	Sedibeng District Municipality SDF and that of Local Municipalities aligned
3	District Human Settlement Plan	District Plan to be reviewed to include appropriate proposals for Midvaal
4	Mechanization Programme	Development of an Implementation Strategy for low resourced municipalities
5	IT	Network support and skills needed

ALIGNMENT WITH EMFULENI LOCAL MUNICIPALITY

	DETAILS	ACTION REQUIRED
1.	Vaal Freight and Logistic Hub	Technical support to declare that area a Special Economic Zone
2.	Central Business District Revitalization	Integration into civic precinct and investment facilitation into both Vereeniging and Vanderbijlpark
3.	R82 and R42 Corridor development	Multi use corridor to accommodate residential, cultural and mobility along the corridor
4.	NDPG: Sebokeng Cultural	Technical support to develop feasibility studies and business case
5.	Taxi Ranks	Maintenance to crowd in investment and stimulate local economic development.

Gauteng Provincial Government Estimates of Capital Expenditure 2014

The Gauteng Provincial Government (GPG) has allocated R32.4 billion over the 2014 Medium Term Expenditure Framework (MTEF) period for the delivery of social and economic infrastructure. Over the 2014 MTEF, R16.8 is allocated towards new infrastructure mainly for the provision of new housing units and houses, schools, clinics, community health centres, hospitals, roads, and public transport facilities. For rehabilitation and refurbishment of existing assets, R4.6 billion is allocated, and R5.3 billion is allocated for upgrading and additions to existing assets. A budget of R5.7 billion is also allocated towards the various categories of maintenance of existing facilities.

The Sedibeng District Municipality and all its local municipalities, namely Emfuleni, Midvaal and Lesedi have been allocated a total of 204 projects according to "Estimates of Capital Expenditure 2014". These projects are allocated as follows: Health (22), Education (66), Social Development (14), Roads and Transport (45), Sport, Arts, Culture and Recreation (SACR) (2), and Human Settlement (65). A list attached as Annexure "A 3" shows all projects, project status and budget estimates.

CHAPTER 09:

PERFORMANCE MANAGEMENT SYSTEMS

The establishment, development, monitoring and general management of performance at a municipal level is governed by stipulations in Chapter 6 of the Local Government: Municipal Systems Act, No. 32 of 2000.

The Sedibeng District Municipality developed a Performance Management System which is utilized to manage, monitor and evaluate the performance of the municipality against predetermined objectives as captured in its Integrated Development Plan (IDP). This electronic Performance Management System (ePMS) is developed in total compliance with all performance-related legislations. The system reflects a clear line of sight in alignment cascading from the National Development Plan Vision 2030 (NDP), National and Provincial Outcomes, the second Sedibeng Growth and Development Strategy (GDS II), the 5-year IDP, the 1-year IDP, the Service Delivery and Budget Implementation Plan (SDBIP), and the Performance Agreements of Section 56 employees.

This alignment made it possible for all Clusters to progress report and packs their evidence against the set deliverables. Such reports are consolidated on monthly, quarterly and annual basis, measured against the set 'SMART' targets. The system has an inherent monitoring tool in form of dashboards, thus showcase areas of performance and under-performance on continuous basis. This tool gives progress status against the set deliverables in all Clusters and affords early detection and intervention in areas of need.

In terms of progress in the completed 2012/13 financial year, the Municipality has progressed very well against the set deliverables and targets. The Office of the Auditor General gave SDM a 'clean audit' opinion, that's after conducting a thorough auditing of its performance against objectives and finances. The Sedibeng District Municipality henceforth conducts its planning, as reflected in this chapter, to show a clear alignment between its Strategies and Sector Plans, outlined in Chapter 4 and 6 of this document, respectively. The set performance areas for the financial year 2014/15, as captured herein below, indicate all measurable projects and programmes planned to be implemented by the municipality. This Chapter will be provided as part of the analysis of the next IDP review.

STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT

A) IDP KEY PERFORMANCE AREA: *Reinventing the Economy from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way build local economies to create more employment and sustainable livelihoods.*

- Local Economic Development**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Create long term sustainable jobs, reduce unemployment, poverty and inequalities	6 EPWP & CWP Programmes be implemented	Recruit 300 unemployed people to be employed and participate in the CWP and EPWP Programmes
Promote a diverse economy within the Sedibeng Region	Number of job opportunities created	Develop consolidated list of Regional inter-municipal Economic Development catalytic projects aligned to



IDP Strategy	Indicator	Strategic Intervention 2014/15
		GDS pillars
	Establishment of alternative delivery mechanism for strategic/ catalytic projects	Identify and establish alternative strategic projects delivery mechanism
	Comprehensive project booklet and investment profile produced	Develop a comprehensive booklet on projects, area offerings and investment profile of the District
Ensuring BBBEE and SMME development	SMMEs & cooperatives trained	Facilitate training and capacity building with other partners to train 150 individual entrepreneurs and members of Cooperatives
	One satellite GEP office opened	Market services and offerings of GEP decentralized office.
	Number of SMMEs linked to Economic Opportunities	Link 20 SMMEs and Cooperatives to Economic Opportunities.
Promote and develop agricultural Sector	Farmers & cooperatives trained	Facilitate training and capacity building for small farmers in partnership with other agencies/ spheres of government
	Number of farmers & cooperatives accessing the markets	Conclude a Memorandum of Agreement with Vereeniging Fresh Produce Market
	Number of Agro-processing industries established	Identify and do feasibility report on Agro processing and value adding agricultural industries in the region

• **Tourism**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Promote & Develop the Tourism Sector	Submit the reviewed Tourism Strategy inclusive of townships	Conduct stakeholder consultations to review Sedibeng Tourism Strategy.
	Registration of the Regional Tourism Organisation as a company	Render administrative support to RTO
	Number of marketing initiatives Identified & developed	Identify and participate in a number of exhibitions and 4 marketing platforms to promote Sedibeng as a Destination of choice.
	Increased number of graded establishment and skills development in tourism	Facilitate 4 Skills Development and Awareness programmes Award excellence by hosting the annual tourism awards
	Improved Tourism Infrastructure in the region	Revive Tourism Infrastructure Forum and coordinate quarterly tourism infrastructure information sharing session.

B) IDP KEY PERFORMANCE AREA: Renewing our communities *from low to high quality through the provision of basic services, improving local public services and broadening access to them, and regenerating and property development to improve the quality of living for the communities.*

- Development Planning and Housing**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Promote Residential Development and Urban Renewal	Number of housing projects implemented and submit reports to Council	Quarterly Monitoring reports progress on the delivery of Housing programmes
	SDF document submitted to Council	Development of a Final Sedibeng Spatial Development Framework
	Submit precinct projects	Submit progress reports to Council on precincts development
	Construction of approved precinct projects	Facilitate funding from other spheres of Government for development of Precincts
	Number of CBDs Improvement Programmes initiated	Coordinate and submit reports of CBD regeneration programmes

- Infrastructure**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Plan for effective, efficient and sustainable infrastructure for water and sanitation, and provision of electricity.	Master plans for water and sanitation and provision of electricity.	Coordinate the development of Regional master plan for bulk services.
	Total integrated and functioning IGR structure	Facilitate functional IGR structures on basic services
	Upgraded Sedibeng Regional Sewer	Facilitate the speedy implementation of the Sedibeng Regional Sewer.

C) IDP KEY PERFORMANCE AREA: Reviving a sustainable environment *from waste dumps to a green region, by increasing the focus on improving air, water, and soil quality and moving from being a producer and receiver of waste to a green city.*

- Environment**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Implementation of effective and efficient environmental management in the Sedibeng District Municipality.	% reduction in visible air pollution	Implementation of VTAPA priority area awareness campaign
	%air quality data produced	Installation of PM & SO2 monitors at Vanderbijlpark station
	Council Approved By law for the District	Facilitate the development of Air Quality By-Law through public participation process
	Number of AEL's issued	Convert 100% of APPA registration certificates to AEL
	Approved electronic AEL system for the district	Implementation of VTAPA priority area awareness campaign



IDP Strategy	Indicator	Strategic Intervention 2014/15
	Functional Air quality management unit	Facilitate the Air Quality By-Law public participation process
Implementation of effective and efficient environmental management in the Sedibeng District Municipality.	Clean and green environment	Facilitate Clean and green educational campaign
	Winning wards recognized and rewarded	Support the implementation of MtKprogramme
	Informed students on environmental careers	Facilitate and conduct Environmental Career Exhibition.
	Arbour day project implemented	Celebration of ad-hoc Environmental Events
	25 learners to be appointed in the District	Support the Environmental Youth Services programme
	Implementation of the IWEX program for industries in the region	Registration of 30 Industries to participate in the IWEX programme
Ensure the implementation of MHS programmes to reduce environmental health risks	SLA developed by June of each financial year	Development of SLA for the rendering of MHS with Service providers
	Council Approved By law for the District	Development of the MHS By laws for the Sedibeng district
	Number of MHS programmes implemented	Implementation of the x9 elements of MHS as defined
	% effectiveness of participation the IGR : MHS	Maintenance and improvement of the IGR structure on MHS

D) IDP KEY PERFORMANCE AREA: Reintegrating the region *with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links.*

- Transport**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Plan and develop accessible, safe and affordable public transport systems and facilities	Number of meetings held with the taxi industries	Ensure the implementation of the OLS
	Number of meetings convened with the bus industry	Ensure the implementation of the RATPLAN
	Modal Integration Strategy	Develop a framework for developing a modal integration strategy in the region. Promote public transport at least two campaigns per annum.
	Framework developed	Develop a framework for developing a metered strategy in the region.
	Monitored, formal and controlled meter taxi industry.	Develop a system to monitor and control the meter taxi industry
	Framework developed	Develop a framework for developing a learner transport strategy in the region.

IDP Strategy	Indicator	Strategic Intervention 2014/15
	Monitored, formal and controlled learner transport	Develop a system to monitor and control the learner transport
	Establish Transport Planning Authority	Develop a framework for establishing Transport Planning Authority
	Four IGR meetings per year.	Ensure a functioning IGR structure
	Improved relations and joint planning	Facilitate the development and promotion of rail in the region
	Number of facilities upgraded.	Develop Vereeniging Intermodal Facility

• Road Infrastructure

IDP Strategy	Indicator	Strategic Intervention 2014/15
Promote efficient movement of freight in the region	Sedibeng Regional Road Master plan.	Coordinate the development of Regional Road master plan
	Joint safety programs and campaigns with local municipalities.	Joint road safety programs and campaigns with local municipalities.
	Upgraded roads on high volume of public transport vehicles.	Compilation and development of a priority list for upgrading and maintenance of road network.
	Total integrated and functioning IGR structure	Ensure a functional IGR structure for road master planning

• Freight

IDP Strategy	Indicator	Strategic Intervention 2014/15
Promote efficient movement of freight in the region	Feasibility studies on Freight facility.	Commission the study on Freight Facility
	Freight Management Plan	Develop a framework for a freight facility management plan

• Licensing

IDP Strategy	Indicator	Strategic Intervention 2014/15
Render an efficient, effective and corruption free vehicle state registration and licensing service	Provide safe and conducive infrastructure and environment to personnel and customers	Demolish and rebuild the infrastructure as funds becomes available
	Generated additional revenue	Upgrading of driver testing terrains to increase testing capacity as funds becomes available
	Prevented and eliminated the danger of records getting lost/destroyed and possible injury/health risks	Make provision for temporary filing needs to ensure safety of files

E) IDP KEY PERFORMANCE AREA: Releasing human potential; *from low to high skills and build social capital through building united, non-racial, integrated and safer communities.*

CORPORATE SERVICES

• Information Technology

IDP Strategy	Indicator	Strategic Intervention 2014/15
World class ICT infrastructure in support of a "Smart Sedibeng"	Complete roll-out of project – on-time and in budget.	Roll-out of fibre to remaining municipal offices, clinics and libraries including CCTV sites
	Completed Roll-out of three workstations	Roll-out of one workstation
	Framework for the IT Metropolitan Strategic plan	Development of a IT Metropolitan Strategic Plan
	91% Uptime for the period	Maintain the uptime for systems and networks
	100% Disaster recovery plan achieved	Implementation of DRP throughout the District

• Human Resource

IDP Strategy	Indicator	Strategic Intervention 2014/15
Ensure Effective, Competent and Motivated Staff	6months turnaround to conclude cases and comply with timelines set out in the grievance procedures and disciplinary procedures and code and 12 LLF meetings	Sustenance of a fully functional Labour Relations unit
	Percentage of implemented identified training interventions(WSP and performance assessments)	20 Female employees trained in Leadership Skills and project management 13 Shop Stewards trained in Labour Relations matters 14 Job Evaluation Unit members trained
	Percentage implementation of the BP strategy	Ensure Effective, Competent and Motivated Staff
	Number of JD's bench marked with similar Municipalities	Functional Job Evaluation Unit
	Number of Human Resources menus populated	Accessible and user friendly data base
	Annual EE target plan in place (2015)	Ensure the development of a EE target plan is in place

• Facilities

IDP Strategy	Indicator	Strategic Intervention 2014/15
Develop and Maintain high quality Municipal Facilities	Comprehensive facilities management plan developed	Ensure user friendly municipal facilities
	Percentage of Annual Maintenance plan implemented	Implement Annual Maintenance plan
	Integrated Safety Management Plan Developed	Ensure safe and secure municipal facilities
	District wide IGR facilities committees established	Coordinate District IGR facilities committees

• Utilities

IDP Strategy	Indicator	Strategic Intervention 2014/15
Improve Municipal Financial and administrative capabilities	A developed long term model for management and maintenance of Municipal utilities.	Strengthening Public Private Partnership that will ensure all municipal entities are self-sustainable
	Viable Municipal Entities	Cede all transportation matters to relevant sector departments
	Project rebirth initiative by Department of Agriculture to resuscitate market operations.	Ensure a self-Sustained Vereeniging Free Produce Market.

• Legal Services

IDP Strategy	Indicator	Strategic Intervention 2014/15
Effective management of Council business	Quality Agendas, Minutes and Legal Services to Council and Administration.	Quality secretarial support and legal support to Council, Mayoral Committee and other committees of Council.
	Effective contract management system in place.	Ensure compliance with all applicable legislation and various legal prescripts.
	Records management applications assessed and reviewed.	Assess and review compliance on records management applications.
	District-wide efficiency in Records Management	In loco inspections on all authorized filing rooms and reporting thereon. Adherence to the NARS and other applicable pieces of legislation. Maintain professional at services and convenience to all end-user Clusters at optimum levels

COMMUNITY SERVICES

• Heritage

IDP Strategy	Indicator	Strategic Intervention 2014/15
Provide an integrated support in ensuring that communities are safe and secure	Number of commemorative events hosted	Host commemorative events in partnership with other spheres of government.
	No. name changes applications approved by ministers	Facilitate the establishment process of a RGNC

• Sports, Recreation, Arts and Culture

IDP Strategy	Indicator	Strategic Intervention 2014/15
Provide an integrated support in ensuring that communities are safe and secure	No. of sports, arts and culture programmes supported	Support Sports, Arts and Cultural programmes
	Signed off Regional Craft Hub Reports	Strengthen Regional Craft Hub

• Community Safety

IDP Strategy	Indicator	Strategic Intervention 2014/15
Provide integrated support in ensuring that communities are safe and secure	Increased CCTV Street Surveillance System coverage in the region.	Render CCTV maintenance and repairs service
	Council approved Community Safety Strategy	Provide an enabling environment for Community Policing Forum structures to be readily and qualified for employment sector.
	Number of stakeholders participated	Review and enhance a Regional Standard Operating Procedure on Events Safety and Security Planning and Management
	Number of CSF meetings held	Strengthen and invite other relevant stakeholder

• Health and Social Development

IDP Strategy	Indicator	Strategic Intervention 2014/15
Promote Efficient delivery of primary health services	Number of DHC meetings held	Ensure a functional DHC
	Number of programmes supported	Campaign on Breast cancer Primary Health Care Facility committee capacity building
	Number of programmes facilitated	Women Entrepreneur capacity building on Human trafficking campaign
	Number of ECD programmes supported	Support the implementation of the ECD Policy
	Number of ofprogrammes supported	Facilitate capacity building programme for PWD



IDP Strategy	Indicator	Strategic Intervention 2014/15
	Number of programmes supported	-Ex-combatant forum capacity building Entrepreneurship support
	Number of youth programmes supported	Facilitate the implementation of youth development programmes
	Number of students	Facilitate financial support programme for 29 student.

- HIV & AIDS**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Facilitate and coordinate internal and external HIV&AIDS and TB mainstreaming	Number of wards implementing HIV&AIDS & TB programmes	Reduce new HIV, STIs & TB infections through a combination of biomedical, behavioral, social and structural interventions
	Number of people reached per month	Ward based door-to-door HIV prevention education programme with referrals and follow-ups, prioritizing informal settlements, rural and urban areas.
	Number of people testing per month	Facilitate, coordinate and monitor increase in HCT uptake and coverage
	Number of employees reached stigma and discrimination campaigns	Mobilize for ward-based stigma and discrimination campaigns
	Number of meetings	Coordinate plans, progress reviews and reports for effective implementation of the multi sector strategy across departments and sectors of civil society.

- Disaster Management**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Optimal performance of Disaster Management	Functional PIER unit	Fully Established & functional PIER unit
	Number of public awareness and Education programs in Disaster Management implemented	Implementation of 4 public awareness and Education programs in Disaster Management.
	Reviewed and signed-off Disaster Management Plan (by HOC).	Review and updating of the Disaster Management Plan.
	Number of skilled and trained local firefighting workforce	Skilled and developed firefighting workforce.

F) IDP KEY PERFORMANCE AREA: Good and financially sustainable governance; *through building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.*

FINANCE

IDP Strategy	Indicator	Strategic Intervention 2014/15
Improve municipal financial and administrative capability	Implement, monitor and review the financial plan	Review of the regional tariff and funding model towards migration processes of Metro Governance model
	Ensure that the budget is aligned to IDP, National and Provincial objectives	Expand monthly internal processes that verify and support credible financial reporting that align with the SDBIP
	Approved budget in line with MTREF	Continuous performance monitoring, reporting and review;
	Clean Audit status	Enhance processes to ensure adequate review of financial statements to prevent material misstatements, maintaining clean audit status;
	% recovery of outstanding debt	Ensure firmer internal controls to respond to internal audit reports and recommendations more effectively
	% decrease on operational budget overspending	Firmer internal controls to respond to internal audit reports and recommendations more effectively;
	% decrease on capital budget underspending	Conduct risk assessment of asset base to identify areas requiring improvement in municipal financial and administrative efficiency;
	% decrease on R&M budget underspending	Conduct risk assessment of asset base to identify areas requiring improvement in municipal financial and administrative efficiency;
	% of MFMA minimum competency regulations implemented	Review of skills set of Finance cluster to determine level of capacity towards migration processes of Metro Governance model together with capacitation and development goals in alignment with MFMA Minimum Competency Regulations
Improve municipal financial and administrative capability	Number of sources of funding researched and recommended	Review of the regional tariff and funding model towards migration processes of Metro Governance model
	Increase in number of sustainable SMME's in the region	Promote Local BEE suppliers and SMME's in the region through procurement spend
	Number of supply chain management systems aligned	The Integrated SCM Model with local municipalities has been developed however, implementation is subject to the Transition to Metro Governance Model processes to be undertaken in 2015/2016
Intensify Grant funding to support programmes	Number of Financial support schemes for SMME's negotiated and confirmed	Implementation of Financial scheme for SMME's
	% compliance with legislative requirements	Ensure Simplified SCM Policy and Procedures; Appropriate delegations and segregation of duties and Audit trail of procurement processes



IDP Strategy	Indicator	Strategic Intervention 2014/15
	% of processes developed to set requirements for contract management	Continued implementation of optimal processes that are clear and unambiguous. Setting of requirements that manage contracts and suppliers effectively
	% of resources allocated towards implementing SCM processes	Implementation of procurement plan; develop internal mechanisms to align procurement plan to budget

OFFICE OF THE MUNICIPAL MANAGER

MUNICIPAL SYSTEMS

- Performance Management**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Qualitative, transparent and reliable performance management system in the Sedibeng District Municipality	100% Established and operational e-Performance Management System across 9 levels.	Establish and operationalize e-Performance Management System across 9 levels.
	Developed and approved Service Delivery & Budget Implementation Plan 2014/15.	Consolidate and table for approval the Service Delivery & Budget Implementation Plan 2014/15.
	Quality assured, approved and submitted Reports as per legislative requirements – 4 Quarterly Reports, Mid-year and Annual Reports.	Quality assure all reports, and submit for audit and approval as per legislative requirements – i.e. Quarterly Reports, Mid-year and Annual Report.

- Integrated Development Planning (IDP)**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Qualitative, transparent and reliable performance management system in the Sedibeng District Municipality	Monitor the implementation of Second Generation Growth and Development Strategy (GDS)	4 Progress Report on the implementation of the 2 nd Generation GDS
	Approved IDP Process Plan 2015/16	% Implementation and Monitoring of the IDP Process Plan 2015/16
	Number of Public participation/Stakeholder engagements rollout as per IDP Process Plan	2 Public participation/ Stakeholder engagements as per IDP Process Plan 2015/16
	Developed 2015/2016 IDP	Develop the 2015/16 IDP document.

- Intergovernmental Relations**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Coordinate and Promote high level of Corporate Governance	4 Joint Municipal Manager's meetings convened and reports presented.	Convene 4 Joint Municipal Manager's meetings.
	4 Consolidated reports on all SDM IGR structures.	Consolidate reports on all SDM IGR structures on quarterly
	1 District wide IGR workshop1 conducted and report presented.	Coordinate 1 District-wide IGR workshop.
	2 Inter-municipal learning tours undertaken.	Coordinate 2 Inter-municipal learning tours.

• Risk Management

IDP Strategy	Indicator	Strategic Intervention 2014/15
Ensure High Level of Corporate Governance through the implementation of the Risk Management	Reviewed and approved SDM Enterprise Risk Management Framework and policy.	Review and submit for approval the SDM Enterprise Risk Management Framework and policy.
	Reviewed and approved Risk Registers.	Review and submit for approval the Risk Registers (Operational and Strategic) .
	Updated database of fraud and corruption incidents register.	Update database of fraud and corruption incidents register.
	Approved Business Recovery Plan	Review and submit for approval the Business Recovery Plan

• Internal Auditing

IDP Strategy	Indicator	Strategic Intervention 2014/15
Ensure High Level of Corporate Governance through the implementation of the Internal Audit Plans	Developed and implemented risk-based internal audit plans, 3 year plan and annual plan, and their approval by the Audit Committee and Council.	The development and implementation of the Risk-based Annual Internal Auditing Plan, and submission to the Audit Committee and Council.
	4 Coordinated Audit Committee meetings	Coordinate all Audit Committee meetings.

G) IDP KEY PERFORMANCE AREA: Deepening democracy; *through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom. To promote more active community participation in local government, including further strengthening the voice of communities and making sure that community based structures such as ward committees, police forums, school governing bodies are legislatively supported to function effectively.*

POLITICAL MANAGEMENT TEAM

- Office of the Executive Mayor**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Promote High Level of Intergovernmental Cooperation and Coordination	Coordinated District-wide Mayoral Committee Lekgotla District-wide IDP Lekgotla Joint-Mayors Forum	Coordinate the District-wide Mayoral Committee Lekgotla District-wide IDP Lekgotla, and the Joint-Mayors Forum
	Set up transitional systems for the Vaal River City Municipality.	Set up systems for the establishment of the Metro.
	Number of visits/meetings to local industry and international investor visits	Coordinate the Mayoral Investment Council and the Sedibeng United Business Forum Programmes.
	Quarterly Public and stakeholder engagements.	Promote active citizen participation

- Office of the Chief Whip**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Strengthening Oversight and Accountability	Integrated and inclusive planning for the district	An effective and well-coordinated model towards building single local government System
	Strengthened IGR structures district wide towards Metro through District Wide Caucuses and Whippyery Retreats	Well co-ordinated IGR for the entire district towards Metro through District Wide Caucuses and WhippyeryLekgotla
	Well co-ordinated and structured study groups, Whippyery and causes.	Improved and well-coordinated study Groups, whippyery and cacuses
	Midyear and Annual Progress Report on the implementation of the party manifesto	Consistent and progressive quarterly reports to the Caucus on the implementation of the manifesto

- **Office of the Speaker**

IDP Strategy	Indicator	Strategic Intervention 2014/15
The pursuit of efficient, accountable, co-operative governance.	Integrated and inclusive planning for the district.	Build single local government System
	Improved performance of local legislatures	Well coordinated and effective monitoring of the provincial programs/SALGA notices by the municipality
	Four planned sittings of Council meetings convened	Proper coordination of Council business.
	Number of trainings convened and attended by councilors	Proper coordination of Councillors training and development needs.
	Number of section 79 committee meetings convened	Well-coordinated and structured section 79 committees
	Number of meetings convened and reports tabled to council	Coordinate and ensure effective functioning of the Municipal Public Accounts Committee (MPAC)

- **External Communications**

IDP Strategy	Indicator	Strategic Intervention 2014/15
Improving stakeholder relations through public participation	Communications Strategy in place	Update annual communication strategy
	A new SDM Website in (Content Management System) CMS format	Embark on the second phase of the CMS
	A completed & distributed GDS 2 Brochure	Multimedia duplication of GDS 2, to be used as one of the corporate gifts
	SDM Newsletters every quarter	Quarterly development, print and distribution of SDM Newsletter to public events and places
	Properly marketed and communicated programmes to the public	Facilitate Events coordinating committee meetings in preparation for the upcoming events
	Stakeholder Relations Strategy in place	Implementation of the Stakeholder Relations strategy
	12 (District Communications Forum) DCF Meetings	Facilitate the District Communications forum meetings
	Updated Stakeholder Database	Segmentation and regular update of the stakeholder database

CHAPTER 10: METROPOLITAN SYSTEM OF GOVERNANCE

Preamble:

This chapter seeks to sketch a brief background and history of the Sedibeng District Municipality and share the processes involved in the establishment of one united seamless metropolitan government.

The chapters also outline timelines towards the disestablishment of local municipalities, namely, Emfuleni Local Municipality and Midvaal Local Municipality, as well as the Sedibeng District Municipality towards a metropolitan municipality.

THE PROCESS TOWARDS METROPOLITAN SYSTEM OF GOVERNANCE:

1. INTRODUCTION:

The institution of local government is not static but changes and evolves over time. A variety of factors dictate the form, extent and pace of such evolution. Key in the evolution of local government is the population it serves and the nature of services it renders coupled with the pace at which its area of jurisdiction is growing both in size and shape.

Over time, small urban nodes have grown to be large conurbations with metropolitan governments. These conurbations have evolved as a consequence of the rate at which the numbers of people were increasing in and around the city centres as well as the variegated consumption of space per capita within these large urban areas.

South Africa has been no exception to this development. Over the years urban nodes have exhibited the same trend and pattern of growth. The growth in size and pattern of space consumption has influenced the process of evolution of local government in managing the delivery of services to the communities and the overall management of consumption of the urban space.

In South Africa, the process of evolution of local government has been vigorously legislated. Whilst the urban centres developed as a result of specific catalytic events such as discovery of gold, the congregation of people in those areas resulted in the systems observed nowadays.

The Sedibeng region has not escaped this evolution be it legislative or natural. Over the years the Sedibeng area, as it is known today, evolved from small urban centres of Vereeniging, Vanderbijlpark and Meyerton with the adjoining Black townships of Evaton, Sebokeng, Sharpeville, Boipatong and Bophelong.



2. BACKGROUND:

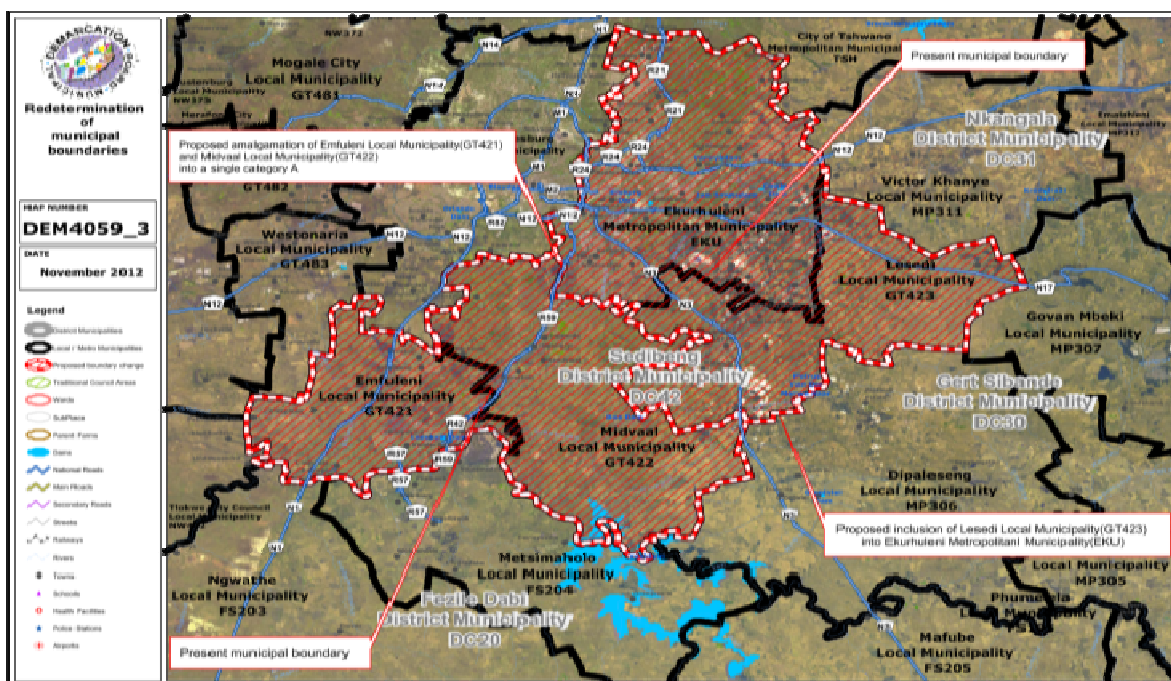
In South Africa, a metropolitan municipality or Category A municipality is a municipality which executes all the functions of local government for a City or conurbation. This is by contrast to areas which are primarily rural, where the local government is divided into district municipalities and local municipalities. In the Local Government: Municipal Structures Act, no 17 of 1998, it is laid out that this type of local government is to be used for conurbations, "centre of economic activity", areas "for which integrated development planning is desirable", and areas with "strong interdependent social and economic linkages".

The evolution of the current Sedibeng District Municipality lies in the consolidation of the urban concentrations of the city of Vereeniging and town of Vanderbijlpark, Meyerton and as well as the townships of Evaton, Sebokeng, Boipatong, Sharpeville, and others. The Sedibeng District Municipality came into effect after the 2000 local government elections as a Category B municipality that included three local municipalities of Emfuleni, Midvaal and Lesedi.

Following the first local election in 1995, the Lekoa-Vaal Metropolitan Council was established and the Sedibeng District Municipality was the successor in law following the 2000 local elections. At the time of the establishment of the Sedibeng District, the region was considered an 'Aspirant Metro'. Several developments since 2000 have revived the aspirations of the region towards being demarcated as a Metropolitan.

As stipulated in the Sedibeng Second Generation Growth and Development Strategy a major and critical process that has unfolded during the GDS 2 period will be the realization of the vision of transforming the Sedibeng Region into a single Metropolitan City. This vision emanates from the proven view that many of the region's apartheid legacy problems, particularly those of a socio-economic nature, will best be tackled by one large and cohesive institutional body.

The view of establishing a single city region was confirmed through two study tours that were carried out by the Sedibeng District Municipality to Buffalo City and City of Mangaung. Both of these cities are similar to Sedibeng in terms of geography, population density, and economic size. In both instances what was learned made the case for Sedibeng as a single regional authority, even stronger. Although the study tour highlighted the challenging road towards a single city, it confirmed that the financial benefits (just alone from the National Treasury allocation to Metros), makes it a viable proposition.



The above figure illustrates the border lines of the proposed municipal areas as demarcated by the Municipal Demarcation Board. The area on the left of the figure indicates the municipal border of Vaal Metropolitan River City which is a merger of the current Emfuleni Local Municipality and Midvaal Local Municipality, also shows the Lesedi Local Municipality which will be incorporated into Ekurhuleni Metro after the 2016 local government elections.

Greater Vaal Metro	Emfuleni	Midvaal
816964	721663	95301

Source: Stats SA 2011

The population of Sedibeng District Municipality stands on 916 484 people as indicated by Stats, Census 2011 and includes the local municipalities of Emfuleni, Midvaal and Lesedi. But through the proposed demarcation towards a Greater Vaal Metropolitan River City which will exclude Lesedi LM the population will be 816 964 as indicated in the above table, which in our view, is a fair enough number to constitute a Metropolitan Council.

2.1 Historical background:

As in all South African towns and cities the apartheid system engineered these spaces along racial lines. Separate spatial development resulted in the creation of two different towns within one town, one black and the other white. The governing of these entities was also along racial lines. The level of development in each of these entities was totally different with services delivered being different in terms of quality and standard. This differentiation created an urban architecture which exhibited racial differentiation and discrimination.

In the Sedibeng region previously known as the Vaal region the same Apartheid architecture shaped the three urban areas into black and white areas. Black townships were administered as separate entities from the urban centres which were reserved for occupation by whites. Levels of inequalities within the area were glaring, and some are clearly seen amongst others on:

- Infrastructure backlogs;
- Spatial imbalances;
- Transportation modes and patterns;
- Spatial consumption for residential spaces;
- Access to facilities and amenities such as recreation and leisure

The Black townships were governed by various systems, cascaded as follows:

- Native Advisory Boards;
- Community Councils;
- Black Local Authorities;
- Transitional Councils;
- Metropolitan Council;
- District Municipality and Local Municipalities.

On the other hand White communities were governed by separate Councils until 1991 when the Transitional Councils were established. As reflected above local government in the area has evolved from separate entities to unified city and back to separate entities. The evolution has been dictated upon by various pieces of legislation over the years, which are amongst others:

- Various Provincial Ordinances such as Ordinance 17 of 1939
- Native (Urban Areas) Consolidation Act, 1945 (Act No. 25 of 1945)
- Urban Bantu Councils Act, 1961 (Act No. 79 of 1961)
- Community Councils Act, 1977 (Act No. 125 of 1977)
- Black Local Authorities Act, 1982 (Act No. 102 of 1982)
- Interim Measures for Local Government Act, 1991 (Act No. 128 of 1991)
- Local Government Transition Act, 1993 (Act No. 209 of 1993)
- White Paper on Local Government 1998
- Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)

Pursuant to the above cited pieces of legislation and others not mentioned here, various local government structures were established for the Sedibeng (Vaal) region. Structures established are the following:

- Orange Vaal Administration/Development Board
- Vaal Triangle Regional Services Council
- Bantu Community Advisory Boards
- Vaal Triangle Community Councils (*Cross Boundary institutional arrangements – Zamdela merged with Vaal Black townships*)

- Lekoa City Council (*Black Local Authority*)
- Disaggregated Town Committees of Boipatong, Bophelong, Sebokeng
- Lekoa Vaal Metropolitan Council with Metropolitan Substructures

2.2 Current Institutional Arrangements:

Currently the municipalities which formed the Lekoa Vaal Metropolitan Council have been disestablished and re-established as part of a district system comprising of Sedibeng District Municipality and three (3) local municipalities namely Emfuleni, Midvaal and Lesedi.

The above arrangement was fraught with a myriad of challenges, which necessitated that Inter-Governmental Relations (IGR) structures be created. The structures created are amongst others, Joint Mayors Forum, Joint Mayoral Committees Forum, Joint Municipal Managers Forum and Joint Technical Fora. These fora comprise of councilors and officials from both the District and Local Municipalities. The Fora are intended to foster integration and co-operation especially in areas of mutual interest and regional importance.

2.3 Operational collaboration:

2.4

The Sedibeng District Municipality and the local municipalities collaborated with one another on a variety of programmes and projects which have regional impact. Some of the programmes and projects are:

- Neighbourhood Development Programmes
- Precincts Development
- IDP Alignment processes
- Public Participation programmes e.g. Mayoral Izimbizo
- Joint Information and Communication Technology – SDM centre
- Disaster Management
- 2010 Fifa Soccer World Cup (established inter-municipal Joint Operations Centre staffed by all municipalities within the district)
- Vaal 21 Initiative and programmes
- Sedibeng Regional Sanitation Scheme
- Inter-municipal Assistance Programmes e.g. Disaster Recovery Plans
- Various inter-municipal projects undertaken by Technical Committees such as the Chief Financial Officers' Forum

The collaboration as reflected in the above-mentioned programmes and projects does suggest that the disaggregation of municipalities in the region is not cost effective and does not assist in creating the desired impact of service delivery in the lives of people.

3 RATIONALE:

3.1 Factors influencing the choice of municipal institutions:

The White Paper on Local Government (1998) proposes that the choice of municipality should be determined by the extent to which these institutions meet the needs of local communities. However the South Africa's legacy of racial, spatial and geopolitical separation has created vast distortions in settlement patterns, leading to an uneven distribution of municipal capacity and delivery pattern of services, with Black communities bearing the brunt.

The White Paper proceeds to propose a developmental local government system which envisages the setting up of municipal institutions which would have the capacity to address these historical distortions. Metropolitan governments have been created to reverse and arrest the entrenched patterns of inequity, create economic competitiveness and viability and ensure representation of, and sensitivity to those sections of the population who, historically, had been denied participation. The metropolitan government therefore becomes an axis around which the spatial, economic, political and social integration of local communities can be promoted.

3.2 Factors supporting the creation of a metropolitan government:

The White Paper presents the following basis for the establishment of metropolitan government:

- **Establishing the basis for equitable and socially just metropolitan governance:** Apartheid created a legal framework which excluded largely black urban poor and ensured that high-ratable commercial development fell within the jurisdiction of white municipalities. Although the consumer and labour power of township residents contributed to the tax base of white municipalities, services in the townships were least funded from this tax base. Metropolitan government provides a mechanism for addressing this inequity, and ensures that everyone who contributes to the tax base benefits from it. Studies have shown that the greater the degree of equity between the constituent parts of the metropolitan area, the greater the prospect of overall economic prosperity.
- **Metropolitan government promotes strategic land-use planning, and co-ordinated public investment:** At present, municipalities exercise their planning powers and functions within their particular areas of jurisdiction. However, economic and social activities are often carried out beyond the boundaries of the municipalities. This situation frequently gives rise to poor planning of land-use, inadequate investment in infrastructure and transport systems, and often led to irrational use of public funds. Metropolitan government facilitates more integrated development planning, thereby reducing these negative effects.

The Metropolitan Council will focus on the following key roles, which are currently not fulfilled due to the segmentation of local government:

- The promotion of spatial integration and the social development of all;
- The promotion of equity, social justice and economic prosperity;
- The promotion of local democracy; and
- The provision of affordable and efficient services.

3.3 The case of Sedibeng region for metropolitan status:

3.3.1 Civil Society Formations:

The population of the Sedibeng region is united and operates as one and not necessarily along local municipality boundaries. These linkages are clearly visible in the form of civil society organisations. Mostly these organisations are regional in nature covering the entire district area. Examples of these are:

- Taxi Associations,
- Religious groupings
- Community Formations
- Business Chambers
- Labour Formations
- Political Structures and formations
- Inter-sectoral fora

3.3.2 Geographic integration:

All municipalities in the region share a common area known as Vaal. Urban and rural areas consolidated as reflected in the transportation systems with link roads within built up urban areas and semi-rural areas. All the areas in the region are connected to the Vaal River. Geographically there is already some huge amount of integration.

3.3.3 Economic integration:

Various studies conducted on economic integration in the region reveal interconnectedness of the area through analysis of the movement of goods, services and people. There is clear economic interdependence among the various areas. Economic linkages between former towns, former Black townships and the urban nodes of Vanderbijlpark, Vereeniging, Meyerton and Heidelberg are visible especially along the interconnecting road networks. There is also marked interdependence between the primary, secondary and tertiary industries in the region.

3.3.4 Other factors:

A cursory glance at the region reveals that there is geographic, social and economic cohesion. Human settlements although still exhibiting the legacy of Apartheid planning of separation are beginning to close up thus forming one conurbation which is the principal factor for consideration for metropolitan status. Integrated functionality of communities and all

formations leads to natural progression to a Metropolitan government system. The vision of a Gauteng City Region resonates well with the attempt at upgrading the status of the district to that of a metropolitan government.

It is common knowledge that projected urbanization pattern in Gauteng is towards the south, therefore Sedibeng region. The conflicting development patterns and approaches by local municipalities in the district result in fragmented and sometimes conflicting development. The different management of socio-economic challenges within the region stifles development and serves to increase resentment from communities. Needless to say, lack of uniformity and standardization of service delivery creates differing perceptions within communities and resultantly increases levels of community dissatisfaction.

These factors create a sound rationale for dismantling of the two tier form of local government in the region and creation of a single centre of governance. This will undoubtedly derive economic benefits to government as it exploits economies of scale. As usual, exploitation of economies of scale results in reduction of costs of service delivery due to amongst others, centralisation and integration of systems.

There is a case of sharing of resources by all the municipalities which shall have been collapsed into one government structure. All resources at the disposal of government shall be utilised for all, thus deal with all major challenges facing current local government structures within the region. These common challenges like fragmented budgets and duplicated resources result in increased inefficiencies. The resources to be aligned to correct these services are:

- Financial Resources
- Human Resources
- Natural Resources
- Materials and machinery inclusive of the Fleet

4 ESTABLISHMENT OF THE VAAL METROPOLITAN MUNICIPALITY:

4.1 The Municipal Demarcation Board (MDB):

The Municipal Demarcation Board (MDB) is an independent authority responsible for the determination of municipal boundaries. The Board's status as an independent authority is also protected by Section 3 of the Local Government: Municipal Demarcation Act, Act 27 of 1998, and various judgments by the Constitutional Court.

The MDB, in its continuous cycle of assessment of municipal boundaries, undertook a review of the municipal boundaries of South Africa including Gauteng Province and the current Sedibeng District and its three local municipalities; Emfuleni, Midvaal and Lesedi. The MDB announced on 15 October 2013, the merger of the Sedibeng District, the Emfuleni and the Midvaal Local Municipalities into a single Metropolitan municipality. This included the migration of the Lesedi Local Municipality to the Ekurhuleni Metropolitan Municipality.

4.2 Section 14(5) Notice:

The Section 14 (5) Notice was published in the Provincial Gazette Extraordinary on 31 March 2014. This Notice formalized the directive towards the establishment of the Vaal Metropolitan municipality. It outlined the structures, committees to be set up, their membership, term of office, leadership and functions, its operationalization, appointment of Transformation Manager, and financial arrangements.

5 TRANSITIONAL ARRANGEMENTS:

The Sedibeng District Municipality, as the coordinating municipality towards the establishment of the metropolitan municipality, prepared a comprehensive project plan towards the amalgamation process. The plan encompassed total compliance with relevant legislation, consultation processes to be undertaken, and the three distinct phases. The three phases are the Incubation/Preparation and Transition phase, the Establishment/Operationalization phase, and the Consolidation phase.

The MEC must establish the Committees to oversee the disestablishment of existing municipalities, establishment of future municipalities, and where applicable the inclusion of such disestablished municipalities into an existing municipality.

5.1 Committees:

The following committees are established, namely, the Political Steering Committee and the Technical Steering Committee. These Committees may establish sub-committees/task teams from their own members as it may deem necessary for proper performance of its functions and dissolve such sub-committees at any time. The duty to advise or report to the MEC on the fiduciary matters may not be delegated to any sub-committee.

5.1.1 The Political Steering Committee (PSC):

The Political Steering Committee (PSC) will be responsible for the following which is contained in the Section 14 (5) Notice:

- To provide overall political leadership and direction to the project process;
- To ensure political buy-in of all stakeholders;
- To make key strategic decisions and approvals;
- To ensure that the implementation plan is adopted; and to monitor implementation of the plan in terms of agreed milestones and advise on possible political pressures and make recommendations.

The MEC of Cooperative Governance and Traditional Affairs will be the chairperson of the Political Steering Committee, and must appoint a vice-chairperson from the members of the PSC. Such appointment will be based on such member's knowledge and experience in local government or co-ordination and leadership skills. The chairperson presides at meetings of the Committee or in his or her absence, the vice-chairperson.

Representatives on this committee will include:

- Executive Mayors of the affected municipalities, i.e. Emfuleni Local Municipality, Midvaal Local Municipality, and Sedibeng District;
- MEC for Finance;
- MEC for Economic Development;
- MEC for Infrastructure Development;
- MEC for Local Government as the Chairperson; and
- Gauteng PEC SALGA.

The Extended Political Steering Committee will consist of the following members:

- All members of the Political Steering Committee;
- Speakers of the affected municipalities;
- Chief Whips of the affected municipalities; and
- Other political parties.

5.1.2 The Technical Steering Committee:

The Technical Steering Committee (TSC) will be responsible for the project management and provide support in the establishment of the new Vaal Metropolitan. The specific functions of the TSC as contained in the Section 14 (5) Notice will be to:

- Provide technical input into the implementation plan with clear deliverables and time frames;
- Assist with the management of risk;
- Provide strategic support and advice to the PSC in respect of critical considerations and decisions that need to be undertaken in the process;
- Prepare and present technical insight where needed;
- Advise the MEC on the legal, practical and other consequences of the disestablishment of the existing municipalities as envisaged in section 14 (2) of the Local Government: Municipal Structures Act, Act 17 of 1998;
- Provide the MEC with all relevant detail necessary for the preparation of a notice referred to in section 12 or 16(1)(g) of the Municipal Structures Act, as the case may be, facilitate in any other manner determined by the MEC, the disestablishment of existing municipalities and the establishment of future municipality or inclusion of a disestablished municipality into an existing municipality; and
- Assist the Electoral Commission in preparing for the election of the Council of the future or existing municipality, only at the request of the Electoral Commission;
- Provide oversight of the outcomes and progress from the following work stream:
 - Stream 1: Human Resources and Change Management
 - Stream 2: Integrated Planning
 - Stream 3: Finance and ICT
 - Stream 4: Governance and Legal
 - Stream 5: Communication and Stakeholder Management

○ Stream 6: Service Delivery Integration

Representative on this committee will include:

- Transformation Manager (Chairperson)
- Municipal Managers of the concerned municipalities
- Provincial Convenor
- Gauteng Planning Commission
- Provincial Treasury
- SALGA
- Organized Labour
- Chairpersons of the Technical Task Teams
- Office of the MEC for CoGTA
- Head of Department of CoGTA.

5.1.3 Procedures and Operations:

The MEC for Local Government may appoint any person who is not a member of such an existing municipality to the Committee on the grounds of that person's knowledge and expertise in any field or discipline which may enhance the efficiency of the Committee.

All matters before the Political Steering Committee and Technical Steering Committee are decided by a majority vote of the members present; provided a quorum of fifty percent of the members plus one is present. In case of a split of vote, the chairperson or the person acting in his or her stead, must have a casting vote, subject to applicable legislation.

It is anticipated that meetings will be held on a monthly basis and the schedule of these meetings for the year will be decided at the first meeting. The established task teams will report to and submit recommendations to the PSC for consideration and implementation.

Apart from the transformation manager there will be no additional remuneration for committee members. Any member of the Committee who incurs travelling expenses will claim that from their municipalities or the department where employed.

The term of office of the PSC, TSC and all their Task Teams shall commence on the date on which the members are appointed and shall expire on the day on which the MEC establishes the future municipality, in terms of section 12 of the Local Government: Municipal Structures Act, Act 17 of 1998.

The term of office of the transformation manager shall expire on the date on which the municipal manager of the future municipality assumes duty, or such extended date that the council of the future municipality may, with prior approval of the MEC, determine. The term of office of the transformation manager may not extend beyond 12 months after the local government election.

5.1.4 Timeframe and Milestones:

The MBD's decision to disestablish the Emfuleni Local Municipality, Midvaal Local Municipality and the Sedibeng District Municipality, and the incorporation of Lesedi Local Municipality into Ekurhuleni Metropolitan Municipality will effectively be implemented following the next municipal elections in 2016.

The following represents significant milestones in the project process:

- Appointment of the Transformation Project Sponsor and Manager
- Establishment of key project governance structures-
 - Political Steering Committee
 - Technical Steering Committee
 - Project Management Team with respective work streams
 - Rapid Response Team
- Finalisation of Merger Plan-
 - Core Action Plan and work stream action plans
 - Risk Management Plan
 - Resource Plan (Budget and People)
 - Communication and Stakeholder engagement plan; and Comprehensive due diligence report on assets, liabilities, service delivery levels, financial viability, backlogs and state of infrastructure, socio-economic development status and potential.
- Implementation, monitoring, reporting and close out-
 - Publication of disestablishment notice and section 12 establishment notice;
 - Implementation, monitoring and reporting
 - Communication and Change Management
- Evaluation and close out report.

6 THE BENEFITS OF THE VAAL METROPOLITAN MUNICIPALITY:

The establishment of the Vaal Metropolitan River City would have several benefits that would include amongst others the following:

- The new Municipality would be a geographic consolidation of highly urbanized areas of rapid growth and development. This would include the Vereeniging, Vanderbijlpark, Sharpeville node that has seen rapid development in the last 5 years. On the medium term development horizon lie projects such as the Vereeniging-Vanderbijlpark Waterfront development, several developments in Sharpeville, upgrading to the Vereeniging CBD, development of a logistics hub in Vanderbijlpark etc.

The development of this node is in close proximity to the R59 corridor which has also seen rapid development in the last few years. The imminent construction of a new Regional Sewer Scheme (R4bn) would underpin the growth and development. The Vaal River / Vaal Dam would remain the anchor natural resource that would drive the future development of the new Metro.

- Large scale residential development projects for Doornkuil (Savannah City), Eye of Africa and Mamello, amongst others, would soon lay down new markers for urban concentrations. The possibilities of new town and cities, new CBD's and a diversification of the regional economy, from the predominantly steel manufacturing sector, is the best long-term security that the people of the area could be afforded.
- The name 'Vaal Metropolitan River City' is not a convenient label but has evolved over many years as residents have been clamoring for the reclamation of the name 'Vaal' which is deeply entrenched in the cultural and historical roots of the area. At the Growth and Development Summit of 30 November 2011, the name was formerly endorsed by the stakeholders of the area.
- The Gauteng Province is moving inexorably towards a Global City Region made up exclusively of Metropolitan areas. The Greater Vaal Metro would fit appropriately into such a system.
- The mobility of people, goods and services, into and out of the new Metro on a daily basis along the N1, R59, R82 (which is currently being upgraded by Gauteng Department of Transport), Golden Highway, and along the railway networks provides strong motivation for a Metro.

7 GOING FORWARD:

In the past few months, the Sedibeng District Municipality and its three local municipalities have been engaging on matters related to the Vaal Metropolitan Municipality. For instance, the SDM held an Annual IDP District –wide Lekgotla on the 4-5 March 2014. The main purpose of such was to address issues of synergy and IDP alignment. Several important matters also came under discussion related to the metropolitan municipality, and were resolved and confirmed to be aligned to stipulations of Section 14(5) as Gazetted by the MEC on 31 March 2014..

The Lekgotla resolved that it recognised that the 'substantive anchor' around which the new Metropolitan municipality will be established would be the Emfuleni Local Municipality. This is in lieu of its dominant population and economic base amongst others. However, the Lekgotla confirmed that the role of Coordination, as has always been the case, would be played by the Sedibeng District Municipality. The Lekgotla noted a dire need for consistence between the Section 14(5) Notice and provision as contained in the Local Government: Municipal Structures Act and Systems Act, No. 32 of 2000.

In order to ensure that functionality is not affected during the transition, SDM proposed an 'Exception List' for MEC's consideration. This encompassed projects approved via the IDP and Budget process, including continuous Service Delivery Procurements, appointments of critical and scarce skills (e.g. engineering posts), municipal land leases, overdraft facilities, and appointment of Assurance Committees (e.g. Audit Committees).



In order to ensure a broader participation of political leadership in the migration process, it is recommended that a specific role be afforded to a Joint Mayoral Committee between the Technical Committee and the Political Steering Committee.

Since Lesedi local Municipality is relocating to Ekurhuleni Municipality, and currently Sedibeng District Municipality and Lesedi have some operational overlaps in several areas, it is therefore imperative that SDM is actively involved in the 14(5) process relative to Lesedi. The SDM believed that the Section 14(5) Gazette will accommodate these proposals as shared with the MEC.

ANNEXURES

(A) SDM Tariffs of Charges

(B) GPG Estimated Capital Projects



ANNEXURE "F"

SEBIDENG DISTRICT MUNICIPALITY

DETERMINATION OF CHARGES PAYABLE IN TERMS OF THE BY-LAWS RELATING TO THE HIRE OF CITY HALL AND BANQUET HALL: AMENDMENT

It is hereby notified in terms of section 75A of Municipal Systems Act, 32 of 2000, as amended that the Sebideng District Council has, by special resolution dated amended the following Tariffs with effect from **01 July 2014**.

SCHEDULE

The determination of charges payable in terms of the by-laws relating to the hire of the Municipal Facilities, as published on, are hereby substituted by the following:

TARIFF OF CHARGES

CITY HALL AND BANQUET HALL

PART 1

	MONDAY TO THURSDAY			FRIDAY & SATURDAY		
	Current Rate	New Rate	% Increase	Current Rate	New Rate	% Increase
1. Balls and Dances:						
1.1 During the day	R1,623.00	R1,866.00		R2,274.00	R2,615.00	
1.2 During the evening until 24:00	R2,274.00	R2,615.00		R2,995.00	R3,444.00	
1.3 During the evening until 01:00	R2,584.00	R2,972.00	15%	R3,390.00	R3,899.00	15%
1.4 For every hour after 01:00	R510.00	R587.00		R510.00	R587.00	
1.5 For every hour after 18:00 and 24:00	R510.00	R587.00		R510.00	R587.00	
2. Dramatic performances, concerts, folks, dancing and plays:						
2.1 Professional Groups	R2,127.00	R2,446.00	15%	R2,995.00	R3,444.00	15%
2.2 Local Amateur Groups	R1,376.00	R1,582.00		R1,590.00	R1,829.00	
2.3 Deposit to cover possible damages	R2,800.00	R3,000.00		R2,800.00	R3,000.00	
3. Weddings and other receptions, parties, family gatherings, Banquets, dinners and brunches:						
3.1 During the day	R1,622.00	R1,865.00	15%	R2,274.00	R2,615.00	15%
3.2 During the evening until 24:00	R2,274.00	R2,615.00		R2,995.00	R3,444.00	
3.3 During the evening until 01:00	R2,584.00	R2,972.00		R3,390.00	R3,899.00	
3.4 For every hour after 01:00	R510.00	R587.00		R510.00	R587.00	
3.5 For every hour after 18:00, 24:00 and	R510.00	R587.00		R510.00	R587.00	
4. Political and Union meetings:	R4,582.00	R5,269.00	15%			
5. Functions and other entertainment not specified elsewhere:	R2,274.00	R2,615.00	15%	R2,995.00	R3,444.00	15%
6. Deposit to cover possible damage:						
Political, Union and public meetings with an	R16,057.00	R18,466.00	15%	R16,057.00	R18,466.00	15%
7. Refund of deposits on cancellation:	Refunds of deposits will only be made in cases where the relevant hall is re-let and a 15% administrative levy will be charged with the re-hiring of the hall.					
8. CROCKERY:	HIRING TARIFF (R) EACH			REPLACEMENT TARIFF (R) EACH		
8.1 BOWLS:						
Dessert	R1.36	R1.60	15%	R32.10	R37.00	15%
Sugar	R1.36	R1.60		R80.80	R93.00	
8.2 JUGS:						
Water	R2.90	R3.30	15%	R80.80	R93.00	15%
8.3 PLATES:						
Dinner	R1.36	R1.60	15%	R72.50	R83.40	15%
Fish	R1.36	R1.60		R44.16	R50.80	
Soup	R1.36	R1.60		R44.16	R50.80	
Bread/Side	R1.36	R1.60		R30.70	R35.40	
8.4 TEA CUPS & SAUCERS	R1.23	R1.40	15%	R41.15	R47.40	15%
8.5 COFFEE CUPS & SAUCERS	R1.23	R1.40	15%	R36.30	R41.80	15%

8.6 GLASSES:						
Hors-d'oeuvre	R0.97	R1.10		R33.09	R38.10	
Champagne	R0.97	R1.10		R24.20	R27.90	
White wine	R0.97	R1.10		R20.15	R23.20	
Red wine	R0.97	R1.10	15%	R20.15	R23.20	15%
Brandy	R0.97	R1.10		R10.10	R11.70	
Beer	R0.97	R1.10		R11.05	R12.80	
Hi-Ball	R0.97	R1.10		R10.25	R11.80	
Zombie	R0.97	R1.10		R12.80	R14.80	
CUTLERY						
8.7 SPOONS:						
Soup	R0.82	R0.90	15%	R10.74	R12.40	15%
Dessert	R0.82	R0.90		R12.42	R14.30	
Tea	R0.82	R0.90		R7.18	R8.30	
8.8 KNIVES:						
Table	R0.82	R0.90	15%	R22.10	R25.50	15%
Fish	R0.82	R0.90		R18.85	R21.70	
8.9 FORKS:						
Dinner	R0.82	R0.90		R10.74	R12.40	
Fish	R0.82	R0.90	15%	R11.57	R13.40	15%
Dessert	R0.82	R0.90		R10.26	R11.80	
Cake	R0.82	R0.90		R75.30	R86.60	
8.10 SERVING ITEM:						
Meat Platter	R5.40	R6.20	15%	R229.60	R264.10	15%
8.11 OTHER:						
Table cloths Square	R21.15	R24.30	15%	R292.95	R336.90	
Round table cloths	R21.15	R24.30		R314.10	R361.30	15%
8.12 ASH TRAYS	R1.12	R1.30		R15.50	R17.90	
8.13 BAIN MARIE & LID	R7.10	R8.20	15%	R418.30	R481.10	15%
8.14 Replacement deposit on cutlery, crockery and serving items,						
Maximum deposit	R1,500.00	R1,700.00		R1,500.00	R1,700.00	
	Current Rate	New Rate	% Increase	Current Rate	New Rate	% Increase
8.15 SERVICES RENDERED BY MUNICIPAL OFFICIALS						
Week days 08:00 - 17:00						
Rate per hour						
Duty manager (PL4)	R174.00	R186.00	7%			
Technician (PL6)	R137.00	R147.00				
Operator (PL7)	R122.00	R130.00				
General Worker (PL13)	R56.00	R60.00				
Week days after 17.00 and Saturdays						
Rate per hour						
Duty manager (PL4)	R186.00	R280.00				
Technician (PL6)	R147.00	R220.00				
Operator (PL7)	R130.00	R195.00				
General Worker (PL13)	R60.00	R90.00				
Sundays and Public Holidays						
Rate per hour						
Duty manager (PL4)				R349.00	R373.00	7%
Technician (PL6)				R274.00	R293.00	
Operator (PL7)				R244.00	R261.00	
General Worker (PL13)				R111.00	R119.00	

INTRODUCTION

The Gauteng Provincial Government (GPG) has allocated R32.4 billion over the 2014 Medium Term Expenditure Framework (MTEF) period for the delivery of social and economic infrastructure. Over the 2014 MTEF, R16.8 is allocated towards new infrastructure mainly for the provision of new housing units and houses, schools, clinics, community health centres, hospitals, roads, and public transport facilities. For rehabilitation and refurbishment of existing assets, R4.6 billion is allocated, and R5.3 billion is allocated for upgrading and additions to existing assets. A budget of R5.7 billion is also allocated towards the various categories of maintenance of existing facilities.

The Sedibeng District Municipality and all its local municipalities, namely Emfuleni, Midvaal and Lesedi have been allocated a total of 204 projects according to “Estimates of Capital Expenditure 2014”. These projects are allocated as follows: Health (22), Education (66), Social Development (14), Roads and Transport (45), Sport, Arts, Culture and Recreation (SACR) (2), and Human Settlement (65). A list herein under shows all projects, project status and budget estimates.

VOTE 4: Gauteng Department of Health											
No. / Project Ref.	Project Classification	Project / Institution Name	Description	Strategic Infrastructure Project [SIP] Category	Type of Infrastructure	Project Status	Budget Programme	Funding Source	MTEF Forward Estimates		
					Description				2014/15	2015/16	2016/17
56	Upgrades and Additions	Sebokeng Hospital-completion of works only	Construction and / or completion of : Pharmacy, ICU, Radiology, Kit Store, Administration Block, Physio, Waiting Areas, Existing OPD, Renal and Gate House for Sebokeng Hospital	SIP 12: Revitalisation of public hospitals and other health facilities	Hospital - Regional	Construction 1% - 25%	Health Facilities Management	Health Facility Revitalisation Grant	14, 258	40, 000	
427	Upgrading and Additions	Sebokeng Hospital - upgrades to staff residences	Upgrades to Staff Residences	SIP 12: Revitalisation of public hospitals and other health facilities	Hospital - Regional	Identified	Health Facilities Management	Health Facility Revitalisation Grant			500

43	Upgrading and Additions	Sebokeng Hospital - Additional oxygen and vacuum points	Additional oxygen and vacuum points in Neonatal wards	SIP 12: Revitalisation of public hospitals and other health facilities	Hospital - Regional	Retention	Health Facilities Management	Health Facility Revitalisation Grant		166	
223	Upgrading and Additions	Kopanong Hospital - Renovation of Phychiatric Ward 1& 2	Renovation of wards 1 & 2	SIP 12: Revitalisation of public hospitals and other health facilities	Hospital - District	Construction 1% - 25%	Health Facilities Management	Health Facility Revitalisation Grant			
736	Upgrading and Additions	HCW Phase 2 - Sedibeng District	Phase 2 of upgrades to facilities in the Sedibeng District to	SIP 12: Revitalisation of public hospitals and other health facilities	Clinic	Tender	Health Facilities Management	Equitable Share	5,000		
723	Renovation, rehabilitation, Refurbishment	Heidelberg hospital - renovation to maternity, OPD & Casualty and new helipad	Renovation to Maternity, OPD & Casualty and helipad	SIP 12: Revitalisation of public hospitals and other health facilities	Hospital - District	Identified	Health Facilities Management	Equitable Share	4,000	12,200	22,900
48	Renovation, rehabilitation, Refurbishment	Kopanong Hospital - Renovation to accommodate TB beds	Renovation and Refurbishment of wards to accommodate TB beds	SIP 12: Revitalisation of public hospitals and other health facilities	Hospital - District	Construction 1% - 25%	Health Facilities Management	Health Facility Revitalisation Grant	9,938		
4649	Maintenance and Repairs	Sebokeng Hospital Maintenance (GDID)	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Hospital - Regional	Construction 1% - 25%	Health Facilities Management	Health Facility Revitalisation Grant	4,619	4,523	
4047	Maintenance and Repairs	EMS Maintenance Sedibeng 2013/14	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	EMS	Construction 1% - 25%	Health Facilities Management	Equitable Share	48	100	500
4072	Maintenance and Repairs	Emfuleni Specialised Health Centre	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Community Health Centre	Construction 1% - 25%	Health Facilities Management	Equitable Share	36	38	38
4073	Maintenance and Repairs	Empilsweni CDC	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Community Health Centre	Construction 1% - 25%	Health Facilities Management	Equitable Share	193	204	500

4099	Maintenance and Repairs	Heidelberg Hospital Maintenance (GDOH)	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Hospital - District	Construction 1% - 25%	Health Facilities Management	Equitable Share	4,136	748	2,752
4137	Maintenance and Repairs	Kopanong Hospital Maintenance (GDOH)	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Hospital - District	Construction 1% - 25%	Health Facilities Management	Equitable Share	1,135	2,220	4,000
4232	Maintenance and Repairs	Sedibeng Regional Health Office	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Accommodation	Construction 1% - 25%	Health Facilities Management	Equitable Share	1,352	1,444	3,567
4510	Maintenance and Repairs	Sedibeng District Pharmacies Maintenance (GDOH)	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Pharmaceutical depots	Construction 1% - 25%	Health Facilities Management	Equitable Share	99	104	104
4604	Maintenance and Repairs	Sedibeng District Clinics Maintenance 2013/14 (GDOH)	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Clinic	Construction 1% - 25%	Health Facilities Management	Equitable Share	9,968	2,548	4,800
4609	Maintenance and Repairs	Sedibeng District Clinics Maintenance 2013/14 (GDID)	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Clinic	Construction 1% - 25%	Health Facilities Management	Equitable Share	9,968	7,642	9,394
4616	Maintenance and Repairs	Sedibeng District CHC's Maintenance 2013/14 (GDOH)	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Community Health Centre	Construction 1% - 25%	Health Facilities Management	Equitable Share	8,452	2,700	4,452
4617	Maintenance and Repairs	Sedibeng District CHC's Maintenance 2013/14 (GDID)	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Community Health Centre	Construction 1% - 25%	Health Facilities Management	Equitable Share	7,679	8,101	1,052
4632	Maintenance and Repairs	Heidelberg Hospital Maintenance (GDID)	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Hospital - District	Construction 1% - 25%	Health Facilities Management	Equitable Share	1,195	2,244	3,996
4636	Maintenance and Repairs	Kopanong Hospital Maintenance (GDID)	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Hospital - District	Construction 1% - 25%	Health Facilities Management	Equitable Share	2,246	6,661	8,952

4670	Maintenance and Repairs	Sedibeng District Pharmacies Maintenance (GDID)	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Pharmaceutical depots	Construction 1% - 25%	Health Facilities Management	Equitable Share	296	1,313	2,065
4675	Maintenance and Repairs	Sebokeng Hospital Maintenance (GDOH)	All Maintenance Activities	SIP 12: Revitalisation of public hospitals and other health facilities	Hospital - Regional	Construction 1% - 25%	Health Facilities Management	Equitable Share	5,000	5,500	9,552

VOTE 5: Department of Education											
No./ Project Ref.	Project Classification	Project/ Institution Name	Description	Strategic Infrastructure Project [SIP] Category	Funding Source	Budget Programme	Project Status	2013/14 Adjusted Appropriation	MTEF Forward Estimates		
									2014/15	2015/16	2016/17
2	New Infrastructure Assets	Bophelong Secondary	School - Secondary	SIP 13: National School Building Programme	Educational Infrastructure Grant	Public Ordinary School Education	Tender		17,000	33,400	
80	New Infrastructure Assets	Sicelo Primary School	School - Primary	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Tender				
81	New Infrastructure Assets	Sicelo Secondary School	School - Secondary	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Tender				
112	Upgrades and Additions	Arconpark Primary	School - Primary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Tender	288			
114	Upgrades and Additions	Atlehang Primary School	School - Primary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Handover	282			
119	Upgrades and Additions	Barrage Primary Farm School	School - Primary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Identification	275		1,500	
121	Upgrades and Additions	Batloung	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification				1,100
134	Upgrades and Additions	Bophelong	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification				1,100
137	Upgrades and Additions	Botebo-Tsebo Secondary	School - Secondary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School	Identification		1,500		

						Education					
145	Upgrades and Additions	Buladitshaba Primary School	School - Primary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Handover	282			
146	Upgrades and Additions	Bula-Tsela	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	282			
169	Upgrades and Additions	Dr Nhlapo Intermediate School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover				
182	Upgrades and Additions	Ekujuleni Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	535			
191	Upgrades and Additions	Emergency Delivery Methods	School-Mobile Classroom	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Construction	282	60	100	100
2009	Upgrades and Additions	Fadimeha	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification				1,100
232	Upgrades and Additions	Heidelberg Public	School - Secondary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Tender		1,563		
239	Upgrades and Additions	HTS Vereeniging	School - Secondary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Tender	288	1, 563		
248	Upgrades and Additions	Ikobetseng Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	200			
250	Upgrades and Additions	Iphahlolleng Intermediate School	School - Primary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Tender	249		1,500	
265	Upgrades and Additions	Jet Nteo Secondary School	School - Secondary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Identification	255		1,500	
284	Upgrades and Additions	Kitso Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover				
295	Upgrades and Additions	Laerskool AG Visser	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification	53			1,100
310	Upgrades and Additions	Laerskool Noordhoek	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover				

315	Upgrades and Additions	Laerskool Unitaspark	School - Primary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Handover	535		1,500	
323	Upgrades and Additions	Lefika Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover				
327	Upgrades and Additions	Lehlasedi Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover				
338	Upgrades and Additions	Letsemeng Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	335			
354	Upgrades and Additions	Maboelleng Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	288			
358	Upgrades and Additions	Magasela	School - Primary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Identification		1,216		
365	Upgrades and Additions	Makgethe Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	282			
398	Upgrades and Additions	Mogogodi	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification				1,100
403	Upgrades and Additions	Mojala-Thuto	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification	420			1,100
404	Upgrades and Additions	Mojala-Thuto	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover				
413	Upgrades and Additions	Mopholosi Secondary School	School - Primary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Identification	271	1,118		
417	Upgrades and Additions	Mosioa Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	371			
418	Upgrades and Additions	Motlotlo	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification	400			1,100
419	Upgrades and Additions	Motsewapele	School - Primary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Tender	800	1,118		
420	Upgrades and Additions	Motsewapele	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification	294		2,167	
459	Upgrades and Additions	Phahamang Primary	Grade R	SIP 13: National School Building	Equitable Share	Early Childhood	Handover				

		School		Programme		Development					
460	Upgrades and Additions	Phamehlo Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	282			
464	Upgrades and Additions	Phehello Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover				
469	Upgrades and Additions	Phuthulla Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification				
471	Upgrades and Additions	Pitseng	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification				
478	Upgrades and Additions	Qhoweng Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	947			
479	Upgrades and Additions	Qwelang Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	305			
481	Upgrades and Additions	Radipeu	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification				1,100
509	Upgrades and Additions	Roshnee Primary School	School - Primary Fencing	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Design	197	1,563		
511	Upgrades and Additions	Rutasejthaba	School - Primary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Identification				
520	Upgrades and Additions	Seeiso Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover				
528	Upgrades and Additions	Shalimar Ridge Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Tender				
530	Upgrades and Additions	Sharpville ABET Centre	School AET Fencing	SIP 13: National School Building Programme	Equitable Share	Adult Basic Education and Training	Identification	282	1,500		
540	Upgrades and Additions	Siviwe	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification	1,489			1,100
542	Upgrades and Additions	Sivuse Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	282			
557	Upgrades and Additions	Thabeng	Grade R	SIP 13: National School Building Programme	Educational Infrastructure Grant	Early Childhood Development	Identification	448		2,167	
558	Upgrades and Additions	Thabo Vuyo	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification	294			1,100

561	Upgrades and Additions	Vaal High	School - Secondary Fencing	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Tender		1,314		
575	Upgrades and Additions	Tikelo Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	288			
578	Upgrades and Additions	Tjhaba-Tsatsi	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	169			
587	Upgrades and Additions	Tshirela Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	2,346			
599	Upgrades and Additions	Vaalrivier	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Identification				1,100
617	Upgrades and Additions	Zithulele Primary School	Grade R	SIP 13: National School Building Programme	Equitable Share	Early Childhood Development	Handover	548			
635	Rehabilitation and Refurbishment	Bafokeng Primary School	School - Primary	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Design	240	5,000	13,000	
687	Rehabilitation and Refurbishment	Emadwaleni Secondary School	School - Secondary	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Handover	2,200			
724	Rehabilitation and Refurbishment	Khaya Lesedi Sec	School - Secondary	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Design	240	2,000	3,000	
735	Upgrades and Additions	Laerskool AG Visser	School - Primary	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Design	240	3,500	500	
782	Upgrades and Additions	Mqiniswa Primary	School - Primary	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Construction	3,264	3.5	6,272	
831	Upgrades and Additions	Shalimar Ridge Primary School	School - Primary	SIP 13: National School Building Programme	Equitable Share	Public Ordinary School Education	Construction	144	1,000	5,000	

VOTE 6; Department of Social Development												
No. / Project Ref.	Project Classification	Project/ Institution Name	Strategic Infrastructure Project [SIP] Category	Type of Infrastructure	Project Status	Budget Programme	Funding Source	Total Available	MTEF Forward Estimates			
				Description					2013/14	2014/15	2015/16	2016/17

3	New Construction	Ratanda Shelter	Not Related to SIP's	Shelter for Vulnerable Children	Feasibility	Restorative Services	Equitable Share	250	500	7,500	7,000
7	New Construction	Evaton	Not Related to SIP's	Early Childhood Development Centre	Feasibility	Children and Families	Equitable Share		500	7,500	
8	New Construction	Sebokeng	Not Related to SIP's	Inpatient Substance Rehab Facility	Feasibility	Restorative Services	Equitable Share		500	15,000	25,000
16	New Construction	Bophelong Social Integrated Facility	Not Related to SIP's	Early Childhood and Aged Care Centres, Regional Offices, Gaurdhouse, Mini-sub-Station, Wall Landscaping	Construction	Children and Families	Equitable Share	3,000	18,000	6,000	
17	New Construction	Boipatong Social Integrated Facility	Not Related to SIP's	Early Childhood and Aged Care Centres, Regional Offices, Guardhouse, Mini-sub-Station, Wall Landscaping	Design	Children and Families	Equitable Share	500	500		
26	New Construction	Devon Early Childhood Centre	Not Related to SIP's	Early Childhood Development Centre	Feasibility	Children and Families	Equitable Share			250	3,500
56	Rehabilitation and Refurbishment	J.W Luckhoff	Not Related to SIP's	Child & Youth Care Residential Home	Tender	Children and Families	Equitable Share	120	1,000	500	4,500
57	Rehabilitation and Refurbishment	Emmasdal	Not Related to SIP's	Child & Youth Care Residential Home	Tender	Children and Families	Equitable Share	112	8,346	500	3,500
90	OHSA Upgrading	Sedibeng Regions OHSA	Not Related to SIP's	Regional Offices	Tender	Children and Families	Equitable Share	480	200	500	500
95	Maintenance and Repairs	Sedibeng Region	Not Related to SIP's	Regional Offices	Construction	Children and Families	Equitable Share	524	1,800	2,000	2,000
108	Maintenance and Repairs	Emmasdal CYCC	Not Related to SIP's	Child & Youth Care Residential Home	Construction	Children and Families	Equitable Share	150	3,000	3,000	2,000
110	Maintenance and Repairs	Sharpeville ECD and Aged Day Care	Not Related to SIP's	Early Childhood and Aged Care Centres, Regional Offices, Guardhouse, Mini-sub-Station, Wall Landscaping	Construction	Children and Families	Equitable Share	10	300	300	300
111	Maintenance and Repairs	Ratanda Integrated Facility	Not Related to SIP's	Early Childhood, Drop In and Aged Care Centres	Construction	Children and Families	Equitable Share	10	400	400	400

VOTE 9:Department Roads and Transport											
No./ Project Ref.	Project Classification	Project/ Institution Name	Strategic Infrastructure Project [SIP] Category	Type of Infrastructure	Project Status	Budget Programme	Funding Source	Implemen tation Agent / Depart	MTEF Forward Estimates		
				Description					2014/15	2015/16	2016/17
1	New Infrastructure	K164 (New Construction) Proclamation of Road Reserve (Between 904 and 905)	SIP 7: Integrated Urban Space and Public transport Programme	Survey and Land Acquisition	Design	Transport Infrastructure	Equitable Share	Departme nt of Roads and Transport	2,000	480	480
6	New Infrastructure	K11 Between Golden Highway to P1-1 (82): EIA, Detail Design, Tend Doc & Land Proclamation	SIP 7: Integrated Urban Space and Public transport Programme	EIA, New Preliminary and Detail Design & Tender documentation dual carriage way	Design	Transport Infrastructure	Equitable Share	Depart Roads and Transport	3,000	6,500	22,575
8	New Infrastructure	K164: between 904 and P73-1 (Phase 2). Detail design & Tender documentation	SIP 7: Integrated Urban Space and Public transport Programme	EIA, Review Detail design & Draft Tender Documentation	Design	Transport Infrastruture	Equitable Share	Depart of Roads and Transport			
14	New Infrastructure	Bophelong (Boipatong) Taxi Rank	SIP 7: Integrated Urban Space and Public transport Programme	Public Transport Facility	Handover	Transport Operation	Equitable Share	Departme nt of Roads and Transport			
17	New Infrastructure	IPTN Public Transport node Development, Vanderbijlpark	SIP 7: Integrated Urban Space and Public transport Programme	Public Transport Facility	On Hold	Transport Operation	Equitable Share	Departme nt of Roads and Transport			
20	New Infrastructure	Vereeniging Station Intermodal Transport Facility	SIP 7: Integrated Urban Space and Public transport Programme	Public Transport Facility	Construction	Transport Operation	Equitable Share	Departme nt of Roads and Transport	35,315		4,000
38	New Infrastructure	Construction of new DLTC	SIP 7: Integrated	Construction of New Building	Feasibility	Transport Regulation	Equitable Share	Departme nt of	1,000	29,000	340

		Soweto (Zola) Lesedi	Urban Space and Public transport Programme					Roads and Transport			
44	New Infrastructure	Construction of new DLTC Sebokeng	SIP 7: Integrated Urban Space and Public transport Programme	Construction of New Building	Feasibility	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
57	New Infrastructure	R82 (P1/1) Old Vereeniging road (Phase 2): between Walkerville and Vereeniging (De Deur). Detail Design & Land proclamation	SIP 7: Integrated Urban Space and Public transport Programme	EIA, Review Detail design & Draft Tender Documentation	Design	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
58	Upgrading and Additions	R82 (P1/1) (Phase 1) Proclamation of road reserve: between Eikenhof & Walkerville	SIP 7: Integrated Urban Space and Public transport Programme	Survey and Land Acquisition	Design	Transport Infrastructure	Equitable Share	Department of Roads and Transport	500	840	840
62	Upgrading and Additions	K148: intersection with K3. Detail Design & Tender Documentation & Land Proclamation	SIP 7: Integrated Urban Space and Public transport Programme	EIA, Detail Design & Tender Documentation	Design	Transport Infrastructure	Equitable Share	Department of Roads and Transport	5,000	10,200	
81	Upgrading and Additions	Design & Tender doc for Sedibeng (Sharpeville) roads (20PTP)	SIP 7: Integrated Urban Space and Public transport Programme	Design of Sharpeville roads	Design	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
84	Upgrading and Additions	K45 Borrowpit	SIP 7: Integrated Urban Space and Public transport Programme	Land Acquisition	Design	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
102	Upgrading and Additions	P1-1 from De Deur to Vereeniging:	SIP 7: Integrated Urban Space	Roads	Design	Transport Infrastructure	Equitable Share	Department of Roads and			

		Upgrading of Road to a dual carriageway	and Public transport Programme					Transport			
107	Upgrading and Additions	K122: New Road South of Naturena from Road K45 (Golden Highway) Nancefield to P1/2-R82 (Vereeniging Road) One Carriageway	SIP 7: Integrated Urban Space and Public transport Programme	Roads	Design	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
112	Upgrading and Additions	K154 Phase 1- Spine Road to the Gauteng Highlands Developments	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Construction	Transport Infrastructure	Equitable Share	Department of Roads and Transport	1,000		
115	Upgrading and Additions	R82 (P1/1) Old Vereeniging road 1- Old Vereeniging road between Eikenhof and Walkerville	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Handover	Transport Infrastructure	Equitable Share	Department of Roads and Transport	5,000		
122	Upgrading and Additions	R82 Phase 2- Old Vereeniging Road between Walkerville and vereeniging (De Deur)	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Tender	Transport Infrastructure	Equitable Share	Department of Roads and Transport	90, 000	95,000	60,000
126	Upgrading and Additions	R82 Phase Between road D1073 (Walkerville) and K164 (De Deur)	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Identification	Transport Infrastructure	Equitable Share	Department of Roads and Transport	100	128,979	110,000
127	Upgrading and Additions	K77 Transport Corridor (K77- Upgrading of 5km of road from Elizabeth Road to K154)	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Tender	Transport Infrastructure	Equitable Share	Department of Roads and Transport			57,933

128	Upgrading and Additions	K154: Gauteng Highlands: Graceview Access Rd to Old Vereeniging (82/P2-1) Phase 2 Detail Design & Land Proclamation	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Tender	Transport Infrastructure	Equitable Share	Department of Roads and Transport			93,259
158	Upgrading and Additions	Vaal Freight Terminal	SIP 7: Integrated Urban Space and Public transport Programme	Planning of Infrastructure	Feasibility	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
164	Upgrading and Additions	Construction of 8km of walk ways along Wessil Mota Str and President Mandela Str in Sebokeng, Sedibeng	SIP 7: Integrated Urban Space and Public transport Programme	Non Motorised Transport	Handover	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
166	Upgrading and Additions	Construction of walkways and Cycle lanes along Lilian Ngoyi, Dube Str and Currie Boulevard in SDM	SIP 7: Integrated Urban Space and Public transport Programme	Non Motorised Transport	Construction	Transport Infrastructure	Equitable Share	Department of Roads and Transport	2,000		
180	Rehabilitation and Refurbishment	P175 (20.47km) Vanderbijlpark to Potchefstroom Phase 2	SIP 7: Integrated Urban Space and Public transport Programme	Heavy Rehabilitation	Design	Transport Infrastructure	Equitable Share	Department of Roads and Transport	800,		
181	Rehabilitation and Refurbishment	P46/1 (16.88km) Vereeniging to Alberton Phase 2	SIP 7: Integrated Urban Space and Public transport Programme	Heavy Rehabilitation	Design	Transport Infrastructure	Equitable Share	Department of Roads and Transport	1,700		
192	Rehabilitation and Refurbishment	D1884 reseal of road to Heidelberg West between D478 and	SIP 7: Integrated Urban Space and Public transport	Roads	Design	Transport Infrastructure	Equitable Share	Department of Roads and Transport	2,000		

		P243-1	Programme								
212	Rehabilitation and Refurbishment	P175 (20.47km) Vanderbijlpark to Potchefstroom Phase 2	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Tender	Transport Infrastructure	Equitable Share	Department of Roads and Transport	2,500	17,200	
213	Rehabilitation and Refurbishment	P46/1 (16.88km) Vereeniging to Alberton Phase 2	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Tender	Transport Infrastructure	Equitable Share	Department of Roads and Transport	3,500	20,000	675,
217	Rehabilitation and Refurbishment	Reseal of road D1884 (8.69km)	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Tender	Transport Infrastructure	Equitable Share	Department of Roads and Transport	8,140	6,100	
227	Rehabilitation and Refurbishment	Heavy Rehabilitation of Road towards P156/2 (46km)	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Tender	Transport Infrastructure	Equitable Share	Department of Roads and Transport	5,500	45,000	70,336
238	Rehabilitation and Refurbishment	D2150 (7.34km) Sebokeng to Orange Farm	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Construction	Transport Infrastructure	Equitable Share	Department of Roads and Transport	900		
272	Rehabilitation and Refurbishment	P243/1 (18,13km) Vereeniging to Balfour	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Handover	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
273	Rehabilitation and Refurbishment	D1017 (22.87km) Sebokeng to Potch	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Handover	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
274	Rehabilitation and Refurbishment	P175 (20.47km) Vanderbijlpark to Potchefstroom	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Handover	Transport Infrastructure	Equitable Share	Department of Roads and Transport			

275	Rehabilitation and Refurbishment	P46/1 (16.88km) Vereeniging to Alberton	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Handover	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
276	Rehabilitation and Refurbishment	P73/1 (6.97km) Vanderbijlpark to Orange Farm	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Construction	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
288	Rehabilitation and Refurbishment	P69/1	SIP 7: Integrated Urban Space and Public transport Programme	Diluted Emulsion	Handover	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
289	Rehabilitation and Refurbishment	P72/1	SIP 7: Integrated Urban Space and Public transport Programme	Diluted Emulsion	Handover	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
292	Rehabilitation and Refurbishment	P74/1	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Handover	Transport Infrastructure	Equitable Share	Department of Roads and Transport			
309	Maintenance and Repair	P243/1 (9 km) Vereeniging to Balfour Phase 2	SIP 7: Integrated Urban Space and Public transport Programme	Light Rehabilitation	Design	Transport Infrastructure	Equitable Share	Department of Roads and Transport	500		
317	Maintenance and Repair	Vereeniging Region Regravelling of gravel roads	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Tender	Transport Infrastructure	Equitable Share	Department of Roads and Transport	12,500	5,000	8,000
329	Maintenance and Repair	Light Rehabilitation of road P156/3 (4km)	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Tender	Transport Infrastructure	Equitable Share	Department of Roads and Transport	5,000	22,000	
330	Maintenance and Repair	Light Rehabilitation of road D904 (4,64km)	SIP 7: Integrated Urban Space and Public	Road Tarred	Tender	Transport Infrastructure	Equitable Share	Department of Roads and Transport	3,000	13,600	

			transport Programme								
331	Maintenance and Repair	P243/1 (9 km) Vereeniging to Balfour Phase 2	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Tender	Transport Infrastructure	Equitable Share	Department of Roads and Transport	25,000	13,600	
350	Maintenance and Repair	D64 (7.6km) Meyerton to Heidelberg	SIP 7: Integrated Urban Space and Public transport Programme	Road Tarred	Handover	Transport Infrastructure	Equitable Share	Department of Roads and Transport			

VOTE 12: Sport, Recreation, Arts and Culture										
Nature of Investment	Project / Programme name	Type of Infrastructure Description	Project Stage	SIP Category	Source of funding	Budget Programme Name	2013/14	MTEF Forward Estimates		
							Total Available	2014 /15	2015 /16	2016/17
New Infrastructure Assets	Evaton North Erf 1836	Community Library	Design	Not related to SIP's	Community Library Services Grant	Library and Archives Services		10,000		
New Infrastructure Assets	Boipatong Community Library	Community Library 1500 Square Meters	Feasibility	Not related to SIP's	Community Library Services Grant	Library and Archives Services			20,000	
New Infrastructure Assets		Community Library 400	Feasibility	Not related to SIP's	Community Library Services Grant	Library and Archives Services			8,792	

VOTE 6; Department of Human Settlement									
No./ Project Ref.	Project Classification	Project/ Institution Name	Project Description	Housing Programme	Project Status	MTEF Forward Estimates			
						2014/15 Financial Year	2015/16 Financial Year	2016/17 Financial Year	

						Target for Sites	Target for Houses and Units	Budge t	Target for Sites	Target for Houses and Units	Budge t	Target for Sites	Target for Houses and Units	Budge t
176	New Infrastructure	Savannah City	Constructi on of Houses	1. Financial Intervention	Construction					50	4.164			4.165
180	New Infrastructure	Tshepiso North Ext.4	Constructi on of Houses	1. Financial Intervention	Construction					50	4.164		50	4.165
181	New Infrastructure	Tshepong Proper, Phase 3 (Tshepong Ext.1	Constructi on of Houses	1. Financial Intervention	Design					50	4.164		50	4.165
182	New Infrastructure	Obed Mthombeni Nkosi Phase 1 (Mose)	Constructi on of Houses	1. Financial Intervention	Construction								50	4.165
184	New Infrastructure	Johandeo Phase II	Constructi on of Houses	1. Financial Intervention	Design					50	3.719		50	4.164
186	New Infrastructure	Sedibeng ADARDI	Constructi on of Houses	1. Financial Intervention	Various			5						
187	New Infrastructure	Evaton Renewal Programme	Constructi on of Houses	1. Financial Intervention				40			40			40
188	New Infrastructure	Obed Mthombeni Nkosi Phase 1 (Mose)	Constructi on of Houses	2. Incremental Housing Programmes	Construction							600		15.418
189	New Infrastructure	Ratanda Ext. 1,3,5,6,7&8	Planning of sites services	2. Incremental Housing Programmes	Construction	238		10.383						
190	New Infrastructure	Savannah City	Planning of sites services	2. Incremental Housing Programmes	Construction	500		21.813				200		5.139
191	New Infrastructure	Leewkuil(5000)	Planning of sites services	2. Incremental Housing Programmes	Design							100		2.57
192	New Infrastructure	Leewkuil(5000)	Planning of sites services	2. Incremental Housing Programmes	Design									
193	New Infrastructure	Tshepiso North Ext.4	Planning of sites services	2. Incremental Housing Programmes	Construction									

194	New Infrastructure	Tshepong Proper, Phase 3 (Tshepong Ext 1)	Planning of sites services		Design							100		2.57
195	New Infrastructure	Golden Gardens (Rietkuil) (5000)	Planning of sites services	2. Incremental Housing Programmes	Construction							150		3.854
196	New Infrastructure	Johandeo Phase II	Planning of sites services	2. Incremental Housing Programmes	Design			1						
197	New Infrastructure	Quaggasfontein(2500)	Planning of sites services	2. Incremental Housing Programmes	Design									
198	New Infrastructure	Quaggasfontein - Farm Portion 4 (Kwa Masiza Node) 16000	Planning of sites services	2. Incremental Housing Programmes	Design									
199	New Infrastructure	Quaggasfontein - Rem Farm Portion 548IQ (Rethabong) (3500)	Planning of sites services	2. Incremental Housing Programmes	Design									
200	New Infrastructure	Rus ter vaal (3500)	Planning of sites services	2. Incremental Housing Programmes	Design				50		1.285	150		3.854
201	New Infrastructure	Kaalplaats (Barrage)	Planning of sites services	2. Incremental Housing Programmes	Pre-Feasibility				50		1.285			
202	New Infrastructure	Lakeside Proper	Constructi on of Units	2. Incremental Housing Programmes	Construction									
203	New Infrastructure	Westside Park	Planning of sites services	2. Incremental Housing Programmes	Tender	100		3.44						
204	New Infrastructure	Houtkop (1800)	Planning of sites services	2. Incremental Housing Programmes	Design							100		2.57
205	New Infrastructure	Houtkop Farm Portion 55 (594 IQ)(2500) (1800)	Planning of sites services	2. Incremental Housing Programmes	Design									
206	New Infrastructure	Sonderwater Phase 2 (480)	Planning of sites services	2. Incremental Housing Programmes	Construction			1	80		2.056			

207	New Infrastructure	Cyfen	Planning of sites services	2. Incremental Housing Programmes	Design			500						
208	New Infrastructure	Evaton West	Planning of sites services	2. Incremental Housing Programmes	Pre-Feasibility									
209	New Infrastructure	Impumelelo Ext.3 (2000)	Planning of sites services	2. Incremental Housing Programmes	Pre-Feasibility				100		2.57			
210	New Infrastructure	Impumelelo Ext.2	Planning of sites services	2. Incremental Housing Programmes	Construction									
211	New Infrastructure	Bophelong Chris Hani	Planning of sites services	2. Incremental Housing Programmes	Design							50		1.285
212	New Infrastructure	Sicelo Shiceka Ext.5	Planning of sites services	2. Incremental Housing Programmes	Construction							200		5.139
213	New Infrastructure	Ratanda Ext. 1,3,5,6,7&8	Planning of sites services	2. Incremental Housing Programmes	Construction									
214	New Infrastructure	New Village (Project 56)	Planning of sites services	2. Incremental Housing Programmes	Construction									
216	New Infrastructure	Sedibeng Regional Planning (Emfuleni)	Planning of sites services	2. Incremental Housing Programmes	Various						3.208			3.641
217	New Infrastructure	Sedibeng Regional Planning (Midvaal and Lesedi)	Planning of sites services	2. Incremental Housing Programmes	Construction						3.208			3.641
218	New Infrastructure	Obed Mthombeni Nkosi Phase 1 (Mose)	Construction of Units	2. Incremental Housing Programmes	Construction		400	44.379		250	32.199		250	32.199
220	New Infrastructure	Savannah City	Construction of Houses	2. Incremental Housing Programmes	Construction		370	41.083		180	27.13		85	9.446
222	New Infrastructure	Tshepiso North Ext.4	Construction of Houses	2. Incremental Housing Programmes	Construction		28	4.647		500	41.645		250	20.822

224	New Infrastructure	Tshepong Proper, Phase 3 (Tshepong Ext 1)	Construction of Houses	2. Incremental Housing Programmes	Construction			6		100	8.329		300	24.987
226	New Infrastructure	Leewkuil(5000)	Construction of House	2. Incremental Housing Programmes	Construction			1		180	14.992		100	8.329
228	New Infrastructure	Johandeo Phase II	Construction of Houses	2. Incremental Housing Programmes	Design					250	20.822		50	4.164
236	New Infrastructure	Golden Gardens (Rietkuil) (5000)	Construction of Houses	2. Incremental Housing Programmes			400	44.379		800	66.632		450	37.48
238	New Infrastructure	Westside Park(1461)	Construction of Houses	2. Incremental Housing Programmes	Tender		50	5.547					50	4.164
242	New Infrastructure	Sonderwater (935)	Planning of Houses	2. Incremental Housing Programmes	Construction		50	5.547						
246	New Infrastructure	Sicelo Shiceka Ext.5	Construction of Houses	2. Incremental Housing Programmes	Construction		100	11.095					140	11.661
248	New Infrastructure	Ratanda Ext. 1,3,5,6,7&8	Construction of Houses	2. Incremental Housing Programmes	Construction		100	11.095		50	4.164			
249	New Infrastructure	Ratanda Ext. 1,3,5,6,7&8	Construction of Houses	2. Incremental Housing Programmes	Construction						446			
255	New Infrastructure	Sebokeng Ext.20	Planning of Houses	2. Incremental Housing Programmes	Construction					20	1.666			
257	New Infrastructure	Bophelong Chris Hani(LA)	Planning of Services	2. Incremental Housing Programmes	Design			1						
259	New Infrastructure	Ruster Vaal (3500)	Construction of Houses	2. Incremental Housing Programmes	Design			1					150	12.493
261	New Infrastructure	Kaalplaats (Barrage)	Construction of Houses	2. Incremental Housing Programmes	Pre-Feasibility			1.5					50	4.164
263	New Infrastructure	Houtkop (1800)	Construction of Houses	2. Incremental Housing Programmes	Design								100	8.329
267	New Infrastructure	Sonderwater Phase 2 (480)	Construction of Houses	2. Incremental Housing Programmes	Construction								50	4.164
269	New Infrastructure	Impumelelo Ext.3 (2000)	Planning of Houses	2. Incremental Housing Programmes	Pre-Feasibility			1					50	4.164

271	Upgrading and additions	Sebokeng Hostel (2360)	Construction of Houses	3. Social and Rental Housing	Design		50	5		50	12.88		50	12.88
	Upgrading and additions	Sebokeng Hostel (Eradicate)(7640)	Planning of Houses	3. Social and Rental Housing	Design								250	20.822
215	Upgrading and additions	Sebokeng Hostel (Eradicate)(7640)	Construction of Houses	3. Social and Rental Housing	Design				200		5.139	350		8.994
275	Upgrading and additions	Vereeniging Old Hospital	Construction of Units	3. Social and Rental Housing	Pre-Feasibility					60	15.456		100	25.76
276	Upgrading and additions	Kwa maSiza (672)	Planning of Houses	3. Social and Rental Housing	Design		50	12.5		95	24.472		80	20.608
278	New Infrastructure	Sicelo Shiceka Ext.5 (Erf 78)	Planning of Houses	3. Social and Rental Housing	Design			4.811		50	12.88		50	19.304
280	New Infrastructure	Ratanda 2287/2261 (Shalimar Ridge)	Construction of Houses	3. Social and Rental Housing	Construction		14	3.22						
282	New Infrastructure	Ratanda 1187	Planning of Houses	3. Social and Rental Housing	Construction		14	3.5		20	5.151		20	5.151
284	New Infrastructure	Tokolong (Rural)	Planning of sites services	4. Rural Housing	Various			1						
285	New Infrastructure	Mamello (1000)(Rural)	Planning of sites services	4. Rural Housing	Tender	200		14.725						
288	New Infrastructure	Kwa-Zenzele Phase 1 (Rural)	Planning of sites services	4. Rural Housing	Pre-Feasibility						500			



Sedibeng District Municipality

Towards a Metropolitan River City through a seamless service delivery in the Vaal Region

The Sedibeng District Municipality is a large area with a diverse settlement structure ranging from dense urban to farmland and rural hamlets. It covers much of southern and eastern Gauteng, and includes the historic towns of Sharpeville, Evaton, Sebokeng, Meyerton, Heidelberg, Ratanda and Vereeniging.

Key among these is the Seven Pillars of the Service Delivery commitments by the Sedibeng District Municipality, which are referred to as the Five R's plus Two. A summary of these is as follows:

Reinvent the economy from an old to a new by consolidating existing sectors and exploring new sectors of growth, thereby build local economies to create more employment opportunities

Renewing our communities from low to high quality through the provision of basic services,

Reviving a sustainable environment from waste dumps to a green region, by increasing the focus on improving air, water, and soil quality

Reintegrating the region with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links

Releasing human potential from low to high skills and build social capital through building united, non-racial, integrated and safer communities.

Deepening democracy through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom.

Good Governance through building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership.

For more information visit www.sedibeng.gov.za

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